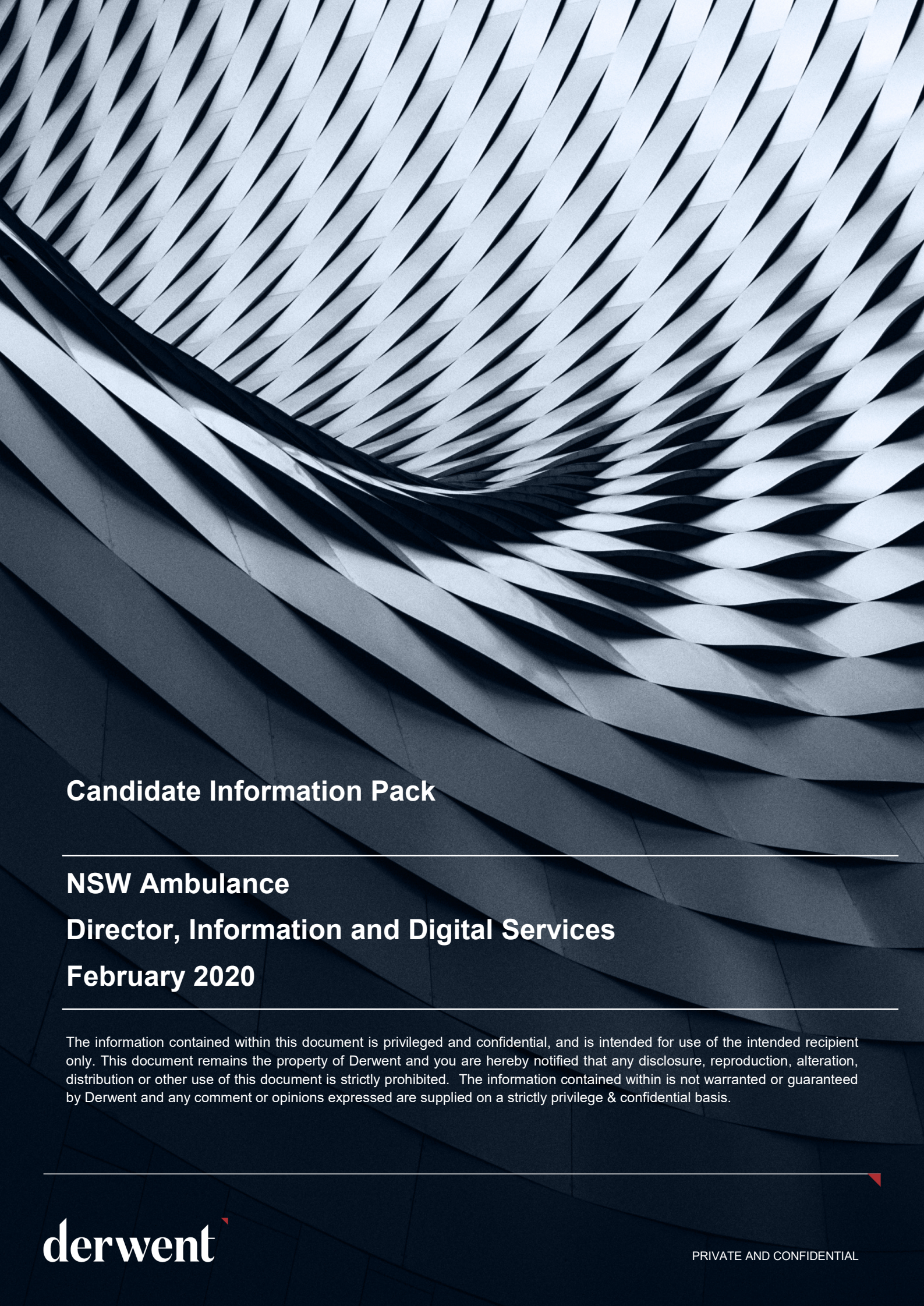

Candidate Information Pack

NSW Ambulance
Director, Information and Digital Services
February 2020

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Executive Summary

NSW Ambulance is one of the largest and most modern ambulance services in the world and is recognised as a global leader in its field. It is a division of NSW Health and provides emergency and non-emergency clinical care, retrieval and specialist patient transport services to a population of over 7 million, delivered by its 4,500 staff through 300 locations across metropolitan and regional NSW. Through its fleet of 1,500 road based vehicles, helicopter operations, fixed wing aircraft, off-road vehicles, snowmobiles and other bespoke rescue options, NSW Ambulance provides comprehensive rapid response services across a diverse range of scenarios and geographical locations. It is a highly complex, geographically distributed organisation with significant multi-stakeholder involvement across its operations, both centrally and locally. The workforce is highly committed, valued and respected and underpins the success of the organisation.

The Director Information and Digital Services reports to the Executive Director Finance and Corporate Services, and leads a small direct and much larger matrix structured team. In this intellectually challenging role, this person will:

- Lead the NSW Ambulance delivery model for ICT services which includes delivering secure, scalable and robust digital / ICT systems, platforms and services;
- Work closely with eHealth NSW, the technology partner of NSW Ministry of Health which provides statewide leadership on the shape, delivery and management of ICT-led healthcare.
- Implement the joint ICT strategy as agreed by NSW Ambulance and eHealth NSW to support safe, efficient and connected health care to the people of NSW;
- Advise the executive leadership team on ICT matters and the strategic direction of ICT and eHealth initiatives;
- Build strong relationships across a variety of key stakeholders including eHealth NSW (as principal service provider), NSW Ministry of Health, local health districts, associated agencies and a range of ICT industry partners;
- Develop long term strategies and programs to improve the operational efficiency of ICT, through the adoption of global best practice methodologies;
- Foster a responsive, future focused and contemporary culture which supports staff to deliver true excellence in patient care.

We are seeking a contemporary technology leader and outstanding relationship manager with significant experience managing ICT strategies within large, complex organisations which have a strong customer service focus. The successful candidate will possess impressive credentials managing complex stakeholders including outsourced ICT partners and vendors. This experience may have been gained within a government or public sector agency; alternatively, we will consider private sector experience in which case recent experience of interfacing with government stakeholders or partners in some capacity is essential. Critical to the person's success will be their ability to lead, motivate and inspire their teams to be the very best, within a highly challenging and demanding environment.

About NSW Ambulance

NSW Ambulance operates to an annual expenditure budget of $890m. It is a highly complex, geographically dispersed organisation with significant multi-stakeholder involvement across the organisation, both centrally and locally. Led by Chief Executive Dr Dominic Morgan ASM, the NSW Ambulance is a division of NSW Ministry of Health and their State Headquarters is based in Rozelle, Sydney.

The vision of NSW Ambulance is “Excellence in Care”. The Chief Executive has an Executive Leadership team of six, comprised of: Clinical Operations; Aeromedical Operations; Clinical Systems Integration; Finance & Corporate Services, Engagement and Corporate Governance, People & Culture.

In 2018 / 2019, NSW Ambulance undertook 1,130,897 total responses (both emergency and non-emergency) compared to 1,115,635 total responses in 2015 / 2016. There were on average 3,048 responses per day - this is equivalent to a response every 28 seconds.

90 per cent of the 4,500 staff are operational and involved in the frontline delivery of services. This includes paramedics and specialised areas such as intensive care and extended care paramedics, special operations, counter disaster, aeromedical and medical retrieval. The remaining 10 per cent of the workforce are corporate and support staff who assist in the delivery of services, including mechanical workshops, finance and payroll, human resources and administration.

NSW HEALTH
SNAPSHOT

THE NSW PUBLIC HEALTH SYSTEM IS WORLD CLASS. IT IS THE LARGEST PUBLIC HEALTH SYSTEM IN AUSTRALIA.

7.9 MILLION
NSW RESIDENTS ON **809,444** SQ. KM

$26.7 BILLION
2019-20 BUDGET

119,784
FULL-TIME EQUIVALENT STAFF

228
HOSPITALS

17
LOCAL HEALTH DISTRICTS & SPECIALTY HEALTH NETWORKS

3.0 MILLION
EMERGENCY DEPARTMENT ATTENDANCES

327,000
SURGERIES PERFORMED

1.9 MILLION
INPATIENT EPISODES

1,130,897
AMBULANCE EMERGENCY RESPONSES

THE NSW COMMUNITY

16.3%
PEOPLE AGED 65 AND OVER

57.8%
DRIVE TO WORK

5.4%
PEOPLE WHO NEED ASSISTANCE WITH CORE ACTIVITIES

18.5%
ARE AGED 14 AND UNDER

2.9%
ARE ABORIGINAL PEOPLE

65.5%
PEOPLE BORN IN AUSTRALIA

ON A TYPICAL DAY IN NSW...

45,000
CLINICIANS USE THE ELECTRONIC MEDICAL RECORD SYSTEM

17,100
PEOPLE SPEND THE NIGHT IN A PUBLIC HOSPITAL

3009
PEOPLE ARE ADMITTED TO A PUBLIC HOSPITAL

627
PATIENTS HAVE ELECTIVE SURGERY PERFORMED IN A PUBLIC HOSPITAL

269
PATIENTS HAVE UNPLANNED SURGERY PERFORMED IN A PUBLIC HOSPITAL

203
BABIES ARE BORN IN A PUBLIC HOSPITAL

39,204
NON ADMITTED PATIENT SERVICES EVENTS

Sources: Australian Bureau of Statistics, 2016 census; NSW Ministry of Health. Some figures are approximate.

IN 2018-19

963,000
calls for an ambulance

17,804
aeromedical responses

157,000
children cared for by The Sydney Children's Hospitals Network

156,000
units of blood issued to public hospitals

Up to
3 million
biospecimens stored and made available to researchers through NSW Health Statewide Biobank

50+
notifiable conditions tracked by Health Protection NSW

391,873
people received public dental services

Role Description

Director Information and Digital Services

Cluster	NSW Health
Agency	NSW Ambulance
Division/Branch/Unit	Finance, Performance & Assets
Location	State Headquarters Rozelle
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	691230
ANZSCO Code	135111
PCAT Code	2336811
Date of Approval	July 2018
Agency Website	www.ambulance.nsw.gov.au

Agency overview

NSW Ambulance operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services; major event planning and response; and community education. It is one of the largest Ambulance services in the world servicing a population in excess of 7 million, employing approximately 4,500 people and about 250 volunteers at more than 300 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of $890 million.

NSW Ambulance is a division of the NSW Ministry of Health. The *Health Services Act* (1997) and Part 4 *Health Services Regulation* 2013 is the legislative framework under which NSW Ambulance functions. The organisation is managed from State Headquarters located at Rozelle.

The vision of NSW Ambulance is "excellence in care". NSW Ambulance recognises that quality of service, equity, meeting community needs, investing in our people and organisational performance will be the basis for the development of NSW Ambulance's future. These concepts are represented in the principles of "Patient Centred and Staff Focused" and are underpinned by NSW Health's core values of Collaboration, Openness, Respect and Empowerment. Key objectives of the organisation are contained within NSW Ambulance's Strategic Plan.

For more information go to www.ambulance.nsw.gov.au

Primary purpose of the role

The Director, Information and Digital Services, is responsible for leading and managing the NSW Ambulance delivery model for Information Communication Technology (ICT) services in partnership with eHealth NSW. Primary purpose of the role is to ensure that NSW Ambulance has highly available, secure, scalable and robust digital / ICT systems, platforms and services. The role ensures that effective ICT governance is in place within NSW Ambulance and that a healthy ICT service partnership is maintained between NSW Ambulance and eHealth NSW.

Key accountabilities

- Implement the joint strategy and priorities for ICT as set by the NSW Ambulance Executive Leadership Team and implement the enterprise architecture and standards as set by the Chief Executive, eHealth NSW to support the safe, effective, efficient and connected health care to the people of NSW through innovative solutions that are consistent with emerging digital and ICT best practice and are aligned with the eHealth Strategy for NSW Health.
- Develop, lead and implement the NSW Ambulance ICT management plans to successfully deliver ICT governance, service performance, program and project delivery, ICT architecture and vendor management through an effective service partnership with eHealth NSW.
- Provide accurate and timely advice to the Executive Director, Finance Performance and Assets, on ICT matters and the strategic direction of ICT and eHealth NSW initiatives; providing regular reporting on the progress of ICT workstreams.
- Build and maintain an effective relationship with eHealth NSW and monitor performance against agreed levels of performance (OLA's).
- Build and maintain effective, influential, working relationships within NSW Ambulance, eHealth NSW and across the NSW health system and associated agencies, as well as ICT industry partners relevant to NSW Ambulance to facilitate information flow and the achievement of strategic objectives.
- Effectively and proactively manage operational issues to ensure compliance with relevant policies, procedures, legislation and regulations; particularly in the areas of finance, governance, program management, risk management, information and cyber security, procurement, safety, and employee and contractor management.
- Drive the ongoing analysis and review of ICT service delivery to identify opportunities to improve and enhance the services for NSW Ambulance, and ensure the development of KPIs that support the measured provision of services and other strategic ICT matters for reporting to the Executive Director, Finance Performance and Assets.
- Ensure a positive workplace culture where bullying, harassment and inappropriate workplace behaviours are not tolerated. Collaborate with managers and staff to develop initiatives, policies and procedures to support NSW Ambulance objectives.

Key challenges

- Ensuring NSW Ambulance remains informed of the Ministry of Health and eHealth NSW ICT strategies and priorities; and that the NSW Ambulance priorities are programmed to meet these requirements.
- Managing NSW Ambulance ICT through a customer perspective while managing and developing the partnership with eHealth NSW as the provider of our core ICT services.
- Managing the complexity of ICT services to support NSW Ambulance strategic and operational needs within budget.

Key relationships

Who	Why
Internal	
Executive Director, Finance, Performance & Assets	• Provide ICT information, reports and recommendations to inform decisions regarding initiatives. • Contribute to corporate decision making managers to ensure strategic directions are set and achieved, operational performance goals are met and proactively contributing knowledge and expertise. • Report against key performance areas and recommendations regarding the delivery of ICT services across NSW Ambulance.
NSW Ambulance Executives	• Participate in the formulation of NSW Ambulance's ICT management strategies and solutions, ICT governance, reports and sharing of information.
Direct reports	• Maintain a close collaborative relationship to provide leadership, direction and guidance in the delivery of services. • Set performance expectations and manage performance, development and succession planning.
Within NSW Ambulance	• Provide advice and support, consult and gather information for ICT services.
External	
Ministry of Health and eHealth NSW	• Liaise and collaborate on the statewide strategy and coordination of ICT systems and services. • Discuss, clarify and seek information; collaborate in the development of strategies and management of operational issues • Maintain and develop the
NSW Government agencies	• Establish professional networks and relationships to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues
Industry	• Keep abreast of changes in adjacent market segments and in technologies likely to impact upon our operations and future
Vendors/Service providers and consultants	• Manage the provision of advice, products and services. • Negotiate contracts and service level agreements with external providers • Manage contracts and monitor the provision of service to ensure compliance with contracts and service arrangements

Role Dimensions

Decision making

The Director, Information and Digital Services, has the responsibility for the decisions relating to the provision of ICT services to achieve agreed program objectives and service performance, the management of the service partnership with eHealth NSW, and operational and capital budget management and reporting in accordance with policies, guidelines and delegations.

The role provides the highest level of expert and professional management and advice on ICT issues and is individually responsible for the validity and quality of this advice.

The Director is responsible for setting and executing the future strategy of NSW Ambulance ICT, through consultation with the Ambulance NSW business and in close collaboration with eHealth NSW. The role is at times required to address new challenges and issues, given the size and complexity of the health services ICT systems.

NSW Ambulance has a statewide significance and is a complex organisation providing services that are often high profile and/or politically sensitive, with a high level of community expectation in service delivery. The role is expected to exercise sound judgement and capacity for independent decision making on complex and sensitive matters.

Reporting line

Direct line - Executive Director Finance, Performance & Assets

Direct reports

5

Budget/Expenditure

Recurring expenditure - $37m

Capital - $4.3m

Essential requirements

- Relevant tertiary qualifications and/or equivalent industry experience as part of a senior management team in a substantial and complex organisation engaged in service delivery.

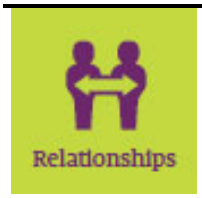
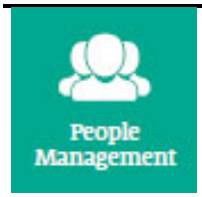
Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set which contains information from the Skills Framework for the Information Age (SFIA). The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
	Display Resilience and Courage	Adept
	Act with Integrity	Highly Advanced
	Manage Self	**Advanced**
	Value Diversity	Adept
	Communicate Effectively	Advanced
	Commit to Customer Service	**Highly Advanced**
	Work Collaboratively	**Advanced**
	Influence and Negotiate	Advanced
	Deliver Results	**Advanced**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
	Finance	Advanced
	Technology	**Highly Advanced**
	Procurement and Contract Management	Advanced
	Project Management	**Advanced**
	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Adept

Occupational / profession specific capabilities		
Capability set	**Category, sub-category and skill**	**Level and Code**
SFIA	**Strategy and architecture – Information strategy – IT strategy and planning**	**Level 6 - ITSP**
	Delivery and operation – Service design – Service level management	**Level 6 - SLMO**
	Relationships and engagement – stakeholder management – contract management	Level 5 - ITCM

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Manage Self	Advanced	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships Commit to Customer Service	Highly Advanced	• Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organsation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance.
Relationships Work Collaboratively	Advanced	• Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions.
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Highly Advanced	• Encourage research and expert advice on the application of emerging technologies to achieve organisational outcomes • Ensure that effective governance frameworks are in place to enable efficient and effective application of information and communication technology within the organisation • Establish effective governance to ensure organisational compliance with information and communications security and use policies • Critically assess business cases supporting the introduction of technology solutions to improve the efficiency and effectiveness of the organisation • Ensure that effective policy and procedural disciplines are in place for records, information and knowledge management to meet both government and organisational requirements
Business Enablers Project Management	Advanced	• Implement effective governance processes for acceptance of projects based on sound business cases • Use historical, political and broader context to inform project directions and mitigate risk • Obtain the commitment of key stakeholders to major project strategies, including cross-organisational initiatives, and ensure ongoing communication • Ensure that project risks are managed effectively and appropriate strategies are in place to respond to variance • Implement systems for monitoring and evaluating effective management, expenditure of project budgets and resources, to achieve organisational goals
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Occupation specific capability set (Skills Framework for the Information Age – SFIA)		
Category and Sub-Category	**Level and Code**	**Level Descriptions**
Strategy and architecture – Information strategy – IT strategy and planning	Level 6 ITSP	Sets policies and standards and guidelines for how the organisation conducts IT strategy development and planning. Leads and manages the creation or review of an IT strategy which meets the requirements of the business. Develops, communicates, implements and reviews the processes which ensure that the strategic management of IT is embedded in the management and operational plans of the organisation.
Delivery and operation – Service design – Service level management	Level 6 - SLMO	Ensures that a catalogue of available services is created and maintained and that service level agreements are complete and cost effective. Ensures that service delivery is monitored effectively and that identified actions to maintain or improve levels of service are implemented. Ensures that operational methods, procedures, facilities and tools are established, reviewed and maintained. Negotiates with relevant parties in respect of disruptions and major amendments to the provision of services. Reviews service delivery to meet forecasted changes in the level or type of service.

Useful Links and Application Process

For additional information about the organisation, please see links below:

- http://www.ambulance.nsw.gov.au/index.html
- http://www.ambulance.nsw.gov.au/Media-And-Publications/Ambulance-Newsletter.html
- http://www.ambulance.nsw.gov.au/Media-And-Publications/Publications.html
- http://www.ambulance.nsw.gov.au/Media-And-Publications/Latest-News.html
- http://www.ambulance.nsw.gov.au/Our-performance.html

Applying for this Role

For a confidential discussion or to apply, please contact Rob Macmillan, Partner – Health at Derwent Search or Tara Pospelyj by email NSWAMBULANCE@derwentsearch.com.au.

Closing date: Sunday, 08 March 2020.

When applying, please address the following 2 areas in your cover letter:

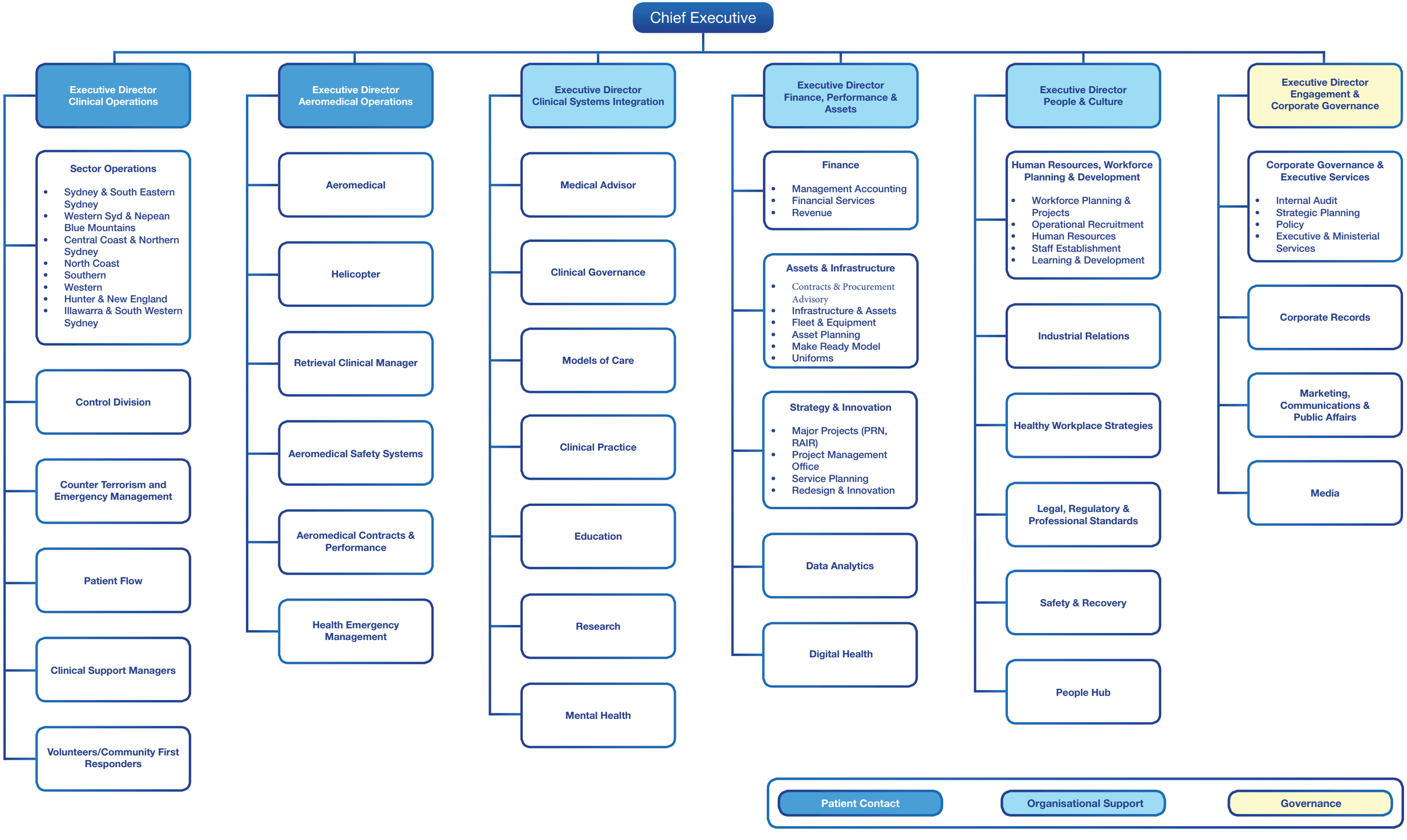
- Describe an example of where you have led the creation of a significant strategic outsourced ICT partnership which successfully delivered outstanding customer service.
- Give an example of where you have forged stakeholder relationships, ideally with a government perspective, which have been critical to the successful delivery of a strategic ICT project.

This is an ongoing, full time, Band 1, Health Service Senior Executive (HSSE) role. An attractive remuneration package within the range of $202,040 to $225,094 per annum, with annual performance reviews, will be negotiated with the successful applicant.

Applicants have the option to apply through http://www.iworkfor.nsw.gov.au (search by job reference number **REQ154122)**.

NSW Health values diversity and is committed to building an inclusive workplace culture that reflects the community we serve. We encourage applications from diverse community groups including Aboriginal and Torres Strait Islander people, LGBTI, people with a disability and people from culturally and linguistically diverse backgrounds.

NOTES:

- The selection methods for this role are in accordance with the Government Sector Employment Act 2013 and employment arrangements for the NSW public sector.
- Applicants must respond to the two targeted questions and submit an up to date resume. For further guidance, refer to Applying for a role in the NSW Public Service.
- Applicants will need to demonstrate their proficiency in the capabilities outlined in the Role Description. These will be assessed through the recruitment process to determine their suitability for appointment. For further information, refer to the NSW Public Sector Capability Framework.
- To be eligible for employment, you must be one of the following:
- An Australian citizen;
- A permanent resident of Australia;
- A New Zealand citizen with a current New Zealand passport; or
- A citizen of another country with an appropriate visa that allows you to work in Australia
- You can only be offered employment in this role for the duration that your current visa allows you to work in Australia; and you can only be offered ongoing employment if you have a permanent visa that allows you to work in Australia.
- Relevant standard screening checks will be undertaken following interviews e.g. National Police Check, Service Checks, Proof of ID etc.
- Click here for information on NSW Health.

New Structure