



Candidate Executive Brief

Illawarra Shoalhaven Local Health District General Manager Southern Illawarra Hospital Group November 2020

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Health

Illawarra Shoalhaven Local Health District

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Executive Summary

The Illawarra Shoalhaven Local Health District (ISLHD) extends south of Sydney, about 250km along this picturesque coastal strip, and provides world class health care to its community of more than 390,000 residents. ISLHD is one of the region's largest employers with a workforce of more than 7,300 across eight hospital sites and more than 60 community health services, and an annual budget of approximately \$1 billion. It is a complex, geographically distributed organisation with significant multi-stakeholder involvement across its operations, both centrally and locally.

ISLHD are now seeking to appoint an outstanding General Manager Southern Illawarra Hospital Group to join them and help lead the delivery of world class health care services to the communities they serve. They are embarking on the redevelopment of the new Shellharbour hospital on a greenfield site for which they are looking for high level strategic leadership through this period of significant change and growth.

The Southern Illawarra Hospital Group (SIHG) provides health services from Shellharbour and Port Kembla Hospitals within the Illawarra Shoalhaven Local Health District (ISLHD). The General Manager will be responsible for the operational, financial, and clinical performance of the SIHG and will lead District wide strategic improvement initiatives such as the bed optimisation program.

ISLHD are looking for an authentic leader who achieves outstanding results and can bring the values of Collaboration, Openness, Respect and Empowerment into everything they do. The individual will challenge the status quo, focus on outcomes, and consult extensively to engage stakeholders. The individual will also see the bigger picture and look ahead to see what influence they can have on achieving ISLHD's vision of excellent services, quality partnerships, healthy communities.



About Illawarra Shoalhaven Local Health District

The Structure

The Illawarra Shoalhaven Local Health District has been established in accordance with the National Health and Hospital Agreement. Local decision-making is at the forefront of how the organisation functions, led by a professional Health District Board and a Chief Executive.

The Illawarra Shoalhaven Local Health District Board is chaired by Professor Denis King OAM and 12 Board Members who bring a wealth of experience and local knowledge to the management of the Local Health District.

The Chief Executive, Margot Mains works closely with the Board to ensure that ISLHD delivers consistently high patient care which is supported by input from clinicians and the local community.

NSW Local Health Districts



Illawarra Shoalhaven Local Health District



Culture and Values

Their CORE Values are: Collaboration, Openness, Respect and Empowerment.

They strive for healthy people and resilient communities at the Illawarra Shoalhaven Local Health District (ISLHD), and while they are delivering safe and effective person-centred care, they are also working hard to look after their staff along the way.

Their CORE Values underpin the behaviour and actions of all their staff. ISLHD aim to always 'live' their values in the way they work and how they interact with each other and their community - they call it 'CORE Living'.

ISLHD is committed to providing a safe and respectful working environment for all staff. Bullying and unacceptable behaviours will not be tolerated under any circumstances.

The NSW Health Workplace Culture Framework notes that NSW Health is committed to making a positive difference to workplace culture and creating and sustaining a more respectful workplace in which the CORE Values are demonstrated in all activities and decisions. ISLHD has developed its own Workplace Culture Strategy to inform and support this commitment.

Shellharbour Hospital Redevelopment

The redevelopment of Shellharbour will be on a greenfield site with the announcement in September 2020 of an additional \$320million in funding from the NSW Government. This brings the total funding to support a new hospital to more than \$700 million.

The Shellharbour Hospital redevelopment will deliver more operating theatres, a new emergency department and expanded surgical services.

Additionally, there will be an increase in support services such as x-ray and pathology, resulting in an increase in the capacity to treat and manage more acute medical patients at Shellharbour Hospital.

This is a once-in-a-lifetime opportunity to not only rethink the bricks and mortar of the district's hospitals, but also look at re-designing the services provided to the community, and how to best connect these to deliver a robust network of services. ISLHD is working with Health Infrastructure on finalising the plans and is currently reviewing previous clinical service plans. The new site has yet to be announced.





Our Population

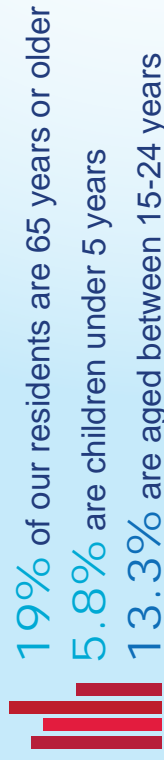


We have a total population of:

400,241 people

*2015 estimated residential pop.

More than **13,000** residents, or **3.4%** of our population, identify as Aboriginal or Torres Strait Islander



18.4% of the population were born overseas



On average, more than **6.7 million** tourists visit our District annually



Projected Population

The population is projected to grow by **14%** by **2031** to

456,790 people {         

People aged over 65 years are the **fastest growing age group.**

By 2031 it is projected that **25%** of our residents, more than **114,000** people, will be over 65.

Our Story



Our Health

On average, our LHD is **more disadvantaged** than the NSW population (SEIFA ranking)

Residents in our LHD are **more likely** to be:

Current smokers Risk drinkers Overweight or obese

152,337 presentations to our **Emergency Departments** (a 3.5% increase on the previous year)
35% of our ED presentations are made by just 3% of our population
We had **336,413** overnight occupied bed days
1% of our population account for **60%** of overnight bed days in our Hospitals *(2015-16)



Hospitalisation



Our Services

8 HOSPITALS
45 Community Based Service Sites and a **workforce** of more than **7300** staff (including 47% nursing, 15% medical, 9% allied health)



Geographic Location

Our District covers a large geographic region extending along 250km of coastline and working across the **Wollongong, Shellharbour, Kiama and Shoalhaven** Local Government Areas



Health

Illawarra Shoalhaven
Local Health District

ISLHD Executive Team



Margot Mains
Chief Executive



Margaret Martin
Executive Director Clinical
Operations



Deborah Cameron
Executive Director Nursing &
Midwifery & Clinical Governance



Caroline Langston
Executive Director Integrated Care,
Mental Health, Planning,
Information & Performance



Dr Peter Jansen
Executive Director Medical
Services & Clinical Governance

Peter Shiells
Chief Information Officer



Abbas Alibhai
Executive Director Finance



Gerrard Golding
Executive Director Strategic
Improvement Programs



Suzanne Harris
Executive Director Infrastructure
Development

Role Description

General Manager

Southern Illawarra Hospital Group



Cluster	NSW Health
Agency	Illawarra Southern Illawarra Local Health District
Division/Branch/Unit	Illawarra Southern Illawarra Local Health District
Location	Southern Illawarra Hospital and travel to various locations
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	TBA
ANZSCO Code	132111
PCAT Code	2331192
Date of Approval	October 2020
Agency Website	http://www.islhd.health.nsw.gov.au and www.health.nsw.gov.au

Agency overview

The Illawarra Shoalhaven Local Health District (ISLHD) extends about 250km along the coastal strip from Helensburgh in the north to North Durras in the south, servicing a population of more than 390,000 residents. ISLHD is one of the region's largest employers with a workforce of more than 7,300 across nine hospital sites and community health services, and an annual budget of more than \$800 million.

Led by a professional Local Health District Board and a Chief Executive, ISLHD aims to deliver consistently high quality patient care which is supported by input from clinicians and the local community. Our services are delivered in accordance with our CORE values of *Collaboration, Openness, Respect, Empowerment* which guide the behaviour and professional standards of our staff. For more information go to <http://www.islhd.health.nsw.gov.au> and www.health.nsw.gov.au

Primary purpose of the role

The General Manager leads and manages the physical, human and financial resources of Southern Illawarra Hospital Group of the Illawarra Shoalhaven Local Health District (ISLHD). The General Manager will provide effective and efficient management and leadership of the Shellharbour and Port Kembla Hospitals and District-wide strategic improvement programs to ensure the achievement of NSW Ministry of Health and ISLHD objectives. The development of a new \$700 million hospital on a greenfield site within the Shellharbour area will be a key focus for the General Manager Southern Illawarra Hospital Group over the next five years.

As a key senior executive in the LHD, the General Manager provides significant input to the development and oversight of strategic and business plans, policy development, business and clinical service strategies and relationship management.

Key accountabilities

- Lead local executive and management to meet activity and financial performance targets under the ISLHD Service Agreement with the Ministry of Health and implement strategies to achieve key performance indicators as identified in Health Service Plan and ISLHD Strategic Plan giving consideration to relevant state-wide initiatives.
- Lead the implementation of robust financial strategies and controls are in place across all cost centres to support the achievement of the ISLHD Financial Sustainability Program.
- Ensure that clinical governance systems are in place to provide services of ISLHD that meet the National Safety and Quality Health Service Standards and to facilitate continuous improvement in the safety and quality of patient care, as well as improve patient outcomes and patient experience.
- Provide leadership in collaboration with the ISLHD Planning and Infrastructure Teams throughout the redevelopment life cycle of the new \$700 million hospital on a greenfield site. This will include leading the strategic transition of services to alternate sites across the District as part of the planned realignment of services associated with the planning of services for the Shellharbour Hospital redevelopment.
- Lead District-wide strategic improvement programs including the Bed Optimisation Program with the aim to enhance Hospital in the Home (HITH) services and create stronger alignment with community nursing and other service providers.
- Promote a culture based on the NSW Health CORE values acting as a role model and by implementing local plans to address the results of staff feedback surveys and improve employee experience.
- Maintain and enhance workforce capacity and capability to meet current and future health workforce needs addressing the inherent challenges facing medical and nursing recruitment in regional and rural areas.
- Manage the Southern Illawarra Hospital Group issues associated with media, public and community relations and marketing of the District and its facilities to its best advantage, and to work cooperatively with the LHD, Ministry of Health and Minister's Office on issues management as they relate to the Hospitals and ISLHD.

Key challenges

- Maintaining personal resilience and commitment to service delivery in a continuously changing political and operational environment.
- Ensuring local community involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, maintaining a focus on the patient/client as the centre of care delivery and maintaining performance levels across a diverse range of clinical services where there is a limited availability of additional financial and other resources.
- Developing and implementing an effective clinical and corporate governance structure across the Southern Illawarra Hospital Group with an emphasis on clinical leadership and accountability.

Key relationships

Who	Why
Internal	
Executive Director Clinical Operations	<ul style="list-style-type: none"> Provide reports on performance, quality and safety and financial position of the Group. Provide advice and reports on the management of resources of the group in the provision of patient services at the operational level.
Other LHD Executive Staff	<ul style="list-style-type: none"> Provide advice, and where necessary work collaboratively, to ensure the effective use of financial resources and corporate and administrative support services.
Local Health District Board	<ul style="list-style-type: none"> As required by the Executive Director Clinical Operations to provide the Board with reports on performance, quality and safety and financial position of the Southern Illawarra Hospital Group consistent with the NSW Health Performance Framework performance measures and the annual Efficiency and Revenue Plans of the District.
External	
Agency for Clinical Innovation, Clinical Excellence Commission and Clinical Education and Training Institute, Health Infrastructure, Cancer Institute (NSW)	<ul style="list-style-type: none"> Work co-operatively with these agencies to ensure the implementation, monitoring and evaluation of agreed programs.
Employee/Employer Organisations	<ul style="list-style-type: none"> As required to ensure industrial harmony amongst the numerous employee and contractor groups within NSW Health as the delegate of the Employer of NSW Health Service staff working in the LHD.
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	<ul style="list-style-type: none"> As required to meet statutory accountability requirements and ensure sound governance of the Southern Illawarra Hospital Group.

Role dimensions

Decision making

- The General Manager Southern Illawarra Hospital Group has day to day autonomy in directing and managing all clinical and corporate operations of the facility and deploying its resources within the overall budget.
- Decisions related to resource deployment outside of the operational budget allocation are referred to the Executive Director Clinical Operations, and the Chief Executive of the ISLHD.
- In consultation with Strategic Executive members and Chief Executive determine organisation wide strategic direction and prioritisation of implementation of strategic and operational plans and projects.
- The General Manager Southern Illawarra Hospital Group has day to day management responsibility to ensure that health service provision KPIs and benchmarks are met and services are maintained.

Reporting line

The role reports to the Executive Director Clinical Operations

Direct reports

Approximately 9 FTE direct reports

Total 701 FTE

Budget/Expenditure

Approx \$110m

Remuneration

This is an ongoing, full time, Band 1, Health Service senior executive (HSSE) role. An attractive remuneration package within the range of \$208,519 to \$231,573 per annum, with annual performance reviews, will be negotiated with the successful applicant.

Essential requirements

- Relevant tertiary qualifications and/or equivalent experience.






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

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
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

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	<ul style="list-style-type: none"> 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 Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Value Diversity and Inclusion	Adept	<ul style="list-style-type: none"> Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders Demonstrate cultural sensitivity, and engage with and integrate the views of others Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences Recognise and adapt to individual abilities, differences and working styles Support initiatives that create a safe and equitable workplace and culture in which differences are valued Recognise and manage bias in interactions and decision making
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility cross-government, cross jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Use own professional knowledge and the expertise of others to drive forward organisational and government objectives Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation Identify, recognise and celebrate success Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes Initiate and communicate high level priorities for the organisation to achieve government outcomes
Results	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Think and Solve Problems		<ul style="list-style-type: none"> • Work through issues, weigh up alternatives and identify the most effective solutions • 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
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of direct provision or purchase of services • Understand and promote the role of sound financial management and its impact on organisational effectiveness • Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement • Respond to financial and risk management audit outcomes, addressing areas of non-compliance
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none">• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty• Assist others to address emerging challenges and risks and generate support for change initiatives• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them• Implement structured change management processes to identify and develop responses to cultural barriers
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Living in the Illawarra Region

The Illawarra region, which is framed by a spectacular escarpment and is home to part of the Sydney Drinking Water Catchment Area, is considered one of the most picturesque coastal areas in Australia. It has excellent transport and infrastructure, first-rate schools and health services, reasonable property prices and is situated immediately South of Sydney. The region has rich natural resources, including coal and minerals and supports traditional mining and manufacturing sectors

The major urban centres of Kiama, Nowra, Shellharbour, and Wollongong provide residents with access to quality services, housing, and employment options. Towns and villages including Berry and Kangaroo Valley are prime tourist hotspots featuring rolling agricultural landscapes and dairy industries. The high quality of lifestyle is a major attraction for the increasing numbers who are moving to the area.

We have included some weblinks at the end of this document which highlight more about the area.



Useful Links and Contact Information

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

Illawarra Shoalhaven LHD

<http://www.islhd.health.nsw.gov.au/default.asp>

http://www.islhd.health.nsw.gov.au/about_us.asp

<https://www.islhd.health.nsw.gov.au/about-us/hospital-and-facility-upgrades>

<https://www.islhd.health.nsw.gov.au/sites/default/files/Health%20Plans/Integrated-care-strategy-Oct-2018.pdf>

<https://www.health.nsw.gov.au/statehealthplan/Pages/NSW-State-Health-Plan-Towards-2021.aspx>

<https://www.islhd.health.nsw.gov.au/about-us/news-and-media>

<https://www.islhd.health.nsw.gov.au/about-us/governance>

Living in the Illawarra Region

<http://www.visitnsw.com/destinations/south-coast/wollongong-and-surrounds/wollongong>

<https://www.wollongong.nsw.gov.au/visitor-home>

<https://www.lifestyle.com.au/travel/wollongong/>

<https://www.southcoast.com.au/illawarra/>

For a confidential discussion, please call Rob Macmillan on 0421 593 535 or email rmacmillan@derwentsearch.com.au