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About Mid North Coast Local Health District

The Mid North Coast Local Health District (MNCLHD) extends from Port Macquarie in the south to Coffs Harbour in the north, along the picturesque and popular coastal strip of NSW, and serves a population of 215,000. It has a workforce of 4,300 across seven hospital sites - Bellingen, Coffs Harbour, Dorrigo, Kempsey, Macksville, Port Macquarie and Wauchope, and ten Community Health Centres. It operates to a budget of c\$740m, and is led by Mr Stewart Dowrick, CEO. District offices are in Port Macquarie and Coffs Harbour.

It has a strong and established executive team, which has led significant recent investment across the MNCLHD. It is financially robust, with excellent performance outcomes across its main clinical services, and enjoys strong relationships with its numerous stakeholders and partners including the local Primary Health Network, academic and research partners, neighbouring health districts and the wider community.

The region has one of the fastest growing and ageing populations in NSW, with MNCLHD providing a diverse range of services to a population of about 215,000 people.

NSW Local Health Districts



Mid North Coast Local Health District / Hospitals



As part of the MNCLHD future strategy and reform agenda centred around care in the community, MNCLHD are now seeking an experienced District Director Integrated Care, Allied Health and Community Services. Reporting to the CE and based from Port Macquarie, this person will provide strategic leadership across the allied health and community services portfolios, forging a truly integrated healthcare delivery system. As a leader of the profession and system-wide collaborator, the role takes a multi-disciplinary approach. It leads a range of integrated health programs across the District to improve health outcomes and patients' experience of care, better co-ordination of services between primary, community and hospital settings and working towards a more efficient health care delivery system. This person will work in partnership with the Chief Executive, MNCLHD Senior Executive Team, North Coast Primary Health Network, general practitioners, and the local communities.

To succeed in this role, you will be a contemporary executive leader able to demonstrate significant achievement across a broad spectrum of areas ideally including allied health, integrated care, community care, clinical operations, strategic planning and delivery, workforce management and clinical governance. You will display outstanding leadership and communication skills with the ability to influence multiple stakeholders across all disciplines of the health profession as well as across the broad patient community.

This is an opportunity of transformational significance and comes at a pivotal point in our organisation's evolution.



District Director Integrated Care, Allied Health & Community Services



Our CORE Collaboration Openness R		ourpeopleourculture
Cluster	NSW Health	
Agency	Ministry of Health	
Division/Branch/Unit	Mid North Coast Local Healt	h District
Location	Port Macquarie	
Classification/Grade/Band	Senior Executive Band 1	
Kind of Employment	Fulltime	
Role Number	661720	
ANZSCO Code	132411	
PCAT Code	2331191	
Date of Approval	19 October 2021	
Website	www.mnclhd.health.nsw.gov	<u>'.au</u>

PRIMARY PURPOSE OF THE ROLE

District Director Integrated Care, Allied Health & Community Services

The District Director, Integrated Care, Allied Health & Community Services (the position) is an executive leader and critical strategic advisor who influences and enables Allied Health and Community Services to deliver excellence in healthcare. As a leader of the profession and system-wide collaborator, they take a multi-disciplinary approach to deliver healthcare solutions that matter to people and our community.

The position is the senior operational manager for a range of integrated health programs within the Mid North Coast Local Health District (MNCLHD) to improve health outcomes and patients' experience of care, better coordination of services between primary, community and hospital settings and working towards a more efficient health care delivery system. The portfolio involves complex change management opportunities and reviews to improve models of care and service partnerships.

As a leader of Allied Health professionals, assistants and technicians, the position must navigate and adapt to an increasingly evolving healthcare landscape, impacted by a number of societal and healthcare trends, including evolving models of care, rapid technology advances, demographic shifts, and the rise of complex health and social trends.

As a key member of the MNCLHD Executive Team the position will drive the strategic direction and priorities of the MNCLHD through leadership aligned with our vision, purpose, values, and ways of working. The position will contribute to an environment focused on delivering excellence in patient and user-centred care through a productive, responsive and sustainable healthcare system.

KEY ACCOUNTABILITIES

- District-wide responsibility for:
 - o Allied Health: including all Allied Health professions.
 - Primary Health Care Services: General Practice (including Bowraville GP Clinic), Communitybased orgs; LHD Community Health child and family preventative and community care and aged



District Director Integrated Care, Allied Health & Community Services



and extended community care; Mid North Coast Brain Injury & Rehabilitation Service; and Planning & Service Development;

- Community Health Services: Hospital avoidance / early discharge, integrated care, post-acute care, aged and extended care.
- Acute/Inpatient Service: Hospital acute and sub-acute care; Specialist inpatient and outpatient care; Outpatient care; Cancer Care Services; Patient Transport & IPTAAS together with a range of strategic initiatives, including the MNCLHD's Renal and Palliative Care Strategies.
- Lead and direct the governance and management structures of the Directorate to meet activity and
 financial performance targets under the Annual MNCLHD Service Agreement with the Ministry of Health,
 including efficient management of the operating expenditure budget in accordance with the Efficiency
 Implementation Plan (EIP) and the Activity Based Funding model of MNCLHD Integrated Care, Allied
 Health & Community Services' strategic direction and the integration of leadership roles.
- Support professional leadership for Allied Health professionals across MNCLHD consistent with NSW
 Health and MNCLHD policy and procedures and ensure corporate governance of Hosted and Held
 Services is consistent with the Hosted and Held Partnership agreement between Mid North Coast and
 Northern NSW Local Health Districts.
- Promote a culture of respect including implementation of local plans to address the results of the Your Say Survey to support a positive workplace culture and continuous quality improvement.
- Develop and implement clinical governance, service planning & re-design, review, policy and evaluation, accreditation, patient flow and innovation to support efficient and effective patient care.
- Implement, monitor and evaluate policies and standards to enhance access to clinical services, the coordination of care, clinical trials, and research activities.
- Lead the implementation of integrated care models in partnership with the Chief Executive, MNCLHD
 Senior Executive Team, North Coast Primary Health Network, general practitioners, the local community
 practitioners and local communities.
- Establish and maintain a community consultation program to involve patients, carers and local residents in decision-making about healthcare services and facilities in consultation with relevant MNCLHD portfolios.
- The District Director Integrated Care, Allied Health and Community Services will help create, lead, and
 maintain a constructive and safe workplace culture ensuring MNCLHD is a great place to work, learn and
 develop. Providing leadership and direction to team members and operations with a focus on ensuring
 continuous effective service with a responsive, innovative, performance based and accountable customer
 focus.

KEY CHALLENGES

- Managing the demand for allocation of funds within the District between services, staffing and technology as well as for external stakeholders.
- Need to understand, represent and provide clinical and professional governance across a diverse group
 of professionals and representing and having visibility of all groups equally.
- Engaging clinicians and key partners in changing models of care to improve health outcomes, the health care experience and better use of resources.
- Balancing the expectations of the community against available resources and changing policy.
- As a member of the Senior Executive Team, leading and managing the current change agenda with a strong voice to ensure patients/clients remain at the centre of every decision.
- Changing traditional, well-entrenched practices, systems and ways of doing things in order to introduce new ideas, methodologies and concepts.
- Maintaining personal resilience and commitment to service delivery in a continuously changing political and operational environment.



District Director Integrated Care, Allied Health & Community Services



KEY RELATIONSHIPS

Who	Why
Internal	
Chief Executive	 Maintain collaborative and consultative relationships Provide the Chief Executive with information, reports and recommendations regarding the Allied Health and Community Services systems of the LHD Report against key performance areas and recommendations regarding the delivery of health services across the LHD.
Senior Executive Team	 Provide advice to ensure a consistency of approach to Allied Health and Community Services and work with them as a team to ensure the best service possible is delivered to patients Maintain collaborative relationships; provide advice and reporting, consult, and negotiate on key matters Provide strategic leadership and professional accountability for Allied Health, Integrated Care, Primary Health Care Services, Community Health Services, Acute/Inpatient Service and Oral Health Services within the LHD.
Managers and Staff	Provide expert advice, leadership, direction, and support.
External	
Governing Board and Sub-Committees	Maintain collaborative and consultative relationshipsProvide expert advice and support.
Ministry of Health – Key senior executives	 Foster and maintain effective, collaborative, and consultative working relationships and partnerships Provide and seek advice and resolve issues.
Key Stakeholders - Government & non- government organisations e.g., Primary Health Networks, Media, community representatives, Volunteers, Universities, and Industrial/Professional Associations.	 Maintain consultative and collaborative relationships Represent the position of MNCLHD and NSW Health generally Provide strategic advice and seek opportunities for collaboration.

ROLE DIMENSIONS

Decision making

Overall decision-making and accountability limits will be determined in conjunction with the Chief Executive.

Reporting line

The role reports to the Chief Executive, Mid North Coast Local Health District.

Direct reports

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District Director Integrated Care, Allied Health & Community Services



Budget/Expenditure

Total LHD expenditure budget is \$741M

ESSENTIAL REQUIREMENTS

Tertiary qualifications and/or demonstrated equivalent experience at senior executive level in a large complex organisation engaged in service delivery including management of operational budget, physical and human resources.

CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at https://www.psc.nsw.gov.au/workforce-management/capability-framework.

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	Advanced	
	Act with Integrity	Advanced	
Personal Attributes	Manage Self	Advanced	
Attributes	Value Diversity and Inclusion	Advanced	
	Communicate Effectively	Advanced	
6.5	Commit to Customer Service	Advanced	
Delationships	Work Collaboratively	Advanced	
Relationships	Influence and Negotiate	Advanced	
	Deliver Results	Advanced	
	Plan and Prioritise	Advanced	
Populto	Think and Solve Problems	Advanced	
Results	Demonstrate Accountability	Adept	
46	Finance	Adept	
₽	Technology	Adept	
Business Enablers	Procurement and Contract Management	Adept	
	Project Management	Advanced	
<u></u>	Manage and Develop People	Advanced	
	Inspire Direction and Purpose	Advanced	
People	Optimise Business Outcomes	Advanced	
Management	Manage Reform and Change	Advanced	

Focus capabilities



District Director Integrated Care, Allied Health & Community Services



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.

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	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 Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Relationships Commit to Customer Service Provide customer- focused services in line with public sector and organisational objectives	Advanced	 Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience Ensure systems are in place to capture customer service insights to improve services Initiate and develop partnerships with customers to define and evaluate service performance outcomes Promote and manage alliances within the organisation and across the public, private and community sectors Liaise with senior stakeholders on key issues and provide expert and influential advice Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively Collaborate with others and value their contribution	Advanced	 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 an tools, including digital technologies
Results Deliver Results Achieve results through the efficient use of resources and a	Advanced	 Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from other Determine how outcomes will be measured and guide others on evaluation methods



District Director Integrated Care, Allied Health & Community Services



Group and Capability	Level	Behavioural Indicators
commitment to quality outcomes		 Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	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 in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Finance Understand and apply financial processes to achieve value for money and minimise financial risk	Adept	 Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures Understand the impacts of funding allocations on business planning and budgets Identify discrepancies or variances in financial and budget reports, and take corrective action Know when to seek specialist advice and support and establish the relevant relationships Make decisions and prepare business cases, paying due regard to financial considerations
People Management Manage and Develop People Engage and motivate staff, and develop capability and potential ir others	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 Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation



District Director Integrated Care, Allied Health & Community Services



NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
		 Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	 Clarify the 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
Support, promote and champion change, and assist others to engage with change		 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

LEADERSHIP AND MANAGEMENT CAPABILITIES

The leadership and management framework is a way of describing the capabilities that characterise successful MNCLHD senior leaders and the specific behaviours that support these capabilities.

The Framework provides a consistent means of identifying the specific observable actions associated with effective leadership and management in a health care context.

Information on the NSW Health Leadership and Management Framework is available at NSW Health Leadership and Management Framework | HETI.



Living on the Mid North Coast



Lifestyle

Wonderful beaches, world heritage listed national parks, hinterland villages, great food and fine wine, excellent private and public schools, warm and friendly staff are all waiting for you on the Mid North Coast.

The region boasts some of the best, sun drenched stretches of beach anywhere in Australia. It has magnificent ancient rainforests and mountain ranges. The region is littered with large river systems which bring the crystal-clear waters of the mountains all the way to the sea.

Recreational options are plentiful. For those interested in water sports, there is plenty of boating, sailing and surfing. Scuba diving is also popular with some excellent wreck and reef dives available close to shore. Fishermen are also well catered for with innumerable options for lake, beach and estuary fishing while deep sea fishermen can fish the many reefs that lie hidden close to shore or go to the edge of the continental shelf for game fishing.

The mountains offer a wide range of bushwalking, camping and mountain biking opportunities. The sheer vastness of the region also means that you will never run out things to explore by car and if you have a four-wheel drive, you can discover the more remote and untouched places that the area is renowned for.

Finding a place to live on the Mid North Coast will also not be a problem. Units by the beach, houses in towns or rural properties where you can enjoy the peace and quiet are all available. Accommodation in the Mid North Coast is also quite affordable.





Useful Links

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

Mid North Coast Local Health District

https://mnclhd.health.nsw.gov.au/

https://mnclhd.health.nsw.gov.au/about-us/budget-allocations/

https://mnclhd.health.nsw.gov.au/about-us/senior-executive-team/

https://mnclhd.health.nsw.gov.au/about-us/governing-board/

https://mnclhd.health.nsw.gov.au/about-us/organisational-charts/

Living in the Mid North Coast Region

https://www.youtube.com/watch?v=9BqeEAlvKus

https://portmacquarieinfo.com.au/

You can also find more information about the Mid North Coast Local Health District in this video link:

https://www.youtube.com/watch?v=5s8FOFohkSg

The Application and Selection Process



Rob Macmillan – Partner Health, Derwent is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with Mid North Coast LHD. Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to manage inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

Salary Package and Location

This is an ongoing, full time, Band 1, Health Service Senior Executive (HSSE) role. An attractive remuneration package within the range of \$234,775 to \$258,405 per annum with annual performance reviews, will be negotiated with the successful applicant.

The person appointed will spend time across the district and there is flexibility therefore on where the person will be based or choose to live. The district headquarters are located in Port Macquarie, and this will be one of the key locations of the role.



Essential Requirements

The successful candidate will have:

Tertiary qualifications and/or demonstrated equivalent experience at senior executive level in a large complex organisation engaged in service delivery including management of operational budget, physical and human resources.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 28999 and submit your application. You are requested to submit your CV and a one page covering letter, including a short statement in response to the two targeted questions below:

- 1. Please describe an example of how you have driven significant transformation across a multi-disciplinary integrated care setting. What were the key challenges and how did you measure success?
- 2. What is your style of managing across a complex organisational matrix and how do you influence colleagues to engage and commit to new initiatives?

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Madison Milliner at healthservices@derwentsearch.com.au or call 02 9091 3266.

Closing date: Thursday 11th November (11.59pm)

Timeline

- Interviews with Derwent are anticipated to take place early / mid November.
- Client interviews will take place mid / late November.
- Offer and acceptance anticipated late November.

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before a formal written offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role. Additionally, any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working With Children Check.

