




DERWENT | CANDIDATE INFORMATION PACK



NSW AMBULANCE DIRECTOR OF METROPOLITAN OPERATIONS



NOVEMBER 2021



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About NSW Ambulance

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 8 million, employing approximately 6,000 people and about 350 volunteers at more than 300 locations across NSW, operating a fleet of more than 1,500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.1 billion.

NSW Ambulance is a division of the NSW Ministry of Health. *The Health Services Act 1997* and Part 4 of the Health Services Regulation (2013) is the legislative framework under which NSW Ambulance functions. The organisation is managed from the State Headquarters located at Rozelle, and there is planned relocation to Homebush in 2022. 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 principle 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 the NSW Ambulance Strategic Plan.

The vision of NSW Ambulance is "Excellence in Care". The Chief Executive has an Executive Leadership team which comprises: Clinical Operations; Aeromedical Operations; Clinical Systems Integration; Finance & Corporate Services, People & Culture.

90 per cent of the 6,000 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.





Snapshot

2019-2020

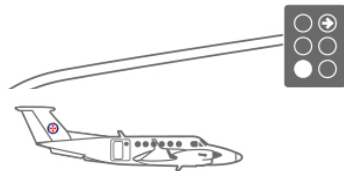


Our patients

7.65 minutes Median response time to our most critical patients
1,217,659 Ambulance responses
736,379 Patients transported
10,453 Aeromedical responses

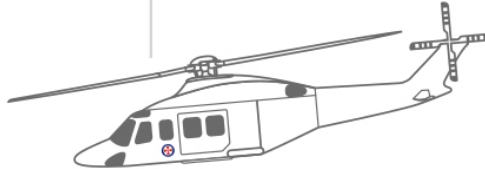
Our people

5,971 people work at NSW Ambulance
4,885 Paramedics
403 Control Centre staff
530 Corporate and Support staff
102 Doctors



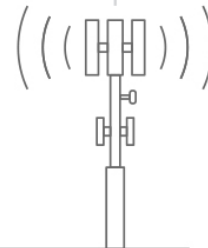
Aeromedical

12 Helicopters
7 Fixed wing aircraft



Calls received

1,084,454 Triple Zero (000) and emergency service calls received



Stations

221 Operational ambulance stations
17 Paramedic Response Points
6 Ambulance stations were rebuilt
1 Additional ambulance station was built



NSW Ambulance Purpose, Vision and Values

Purpose

NSW Ambulance is an integral part of the NSW Health System delivering mobile health services and providing high quality clinical care, rescue and retrieval services to those people of NSW with emergency and medical health needs.

Vision & Values

An organisation's values are important in providing guidance to staff on the way they are meant to treat their colleagues and the people they deal with on a day-to-day basis. The values also align with the NSW Government sector core values of Integrity, Trust, Service and Accountability.

Vision

Excellence in care.



NSW Ambulance

OUR VALUES

<h3>COLLABORATION</h3> <p>Promote and encourage teamwork</p> <ul style="list-style-type: none"> • Sticking together and helping each other • Mentoring – sharing knowledge and skill • Being cooperative, reliable and supportive • Recognising the achievements of others 	<h3>OPENNESS</h3> <p>Act responsibly</p> <ul style="list-style-type: none"> • Doing your job to the best of your ability • Following policy and procedure and the Code of Conduct • Acting in the best interests of NSW Ambulance <p>Be accountable</p> <ul style="list-style-type: none"> • Being answerable for your actions • Knowing the rules and the right way to do things • Stepping up in difficult circumstances 	<h3>RESPECT</h3> <p>Show care</p> <ul style="list-style-type: none"> • Showing compassion and understanding • Being courteous • Acknowledging the feelings of others • Supporting others – particularly in difficult situations <p>Show respect</p> <ul style="list-style-type: none"> • Listening to others and acknowledging differences • Being sensitive to individual needs • Accepting decisions gracefully • Providing encouragement and feedback 	<h3>EMPowerMENT</h3> <p>Professional standards of behaviour</p> <ul style="list-style-type: none"> • Taking pride in the NSW Ambulance and your work • Dedication to the job – going the extra mile • Being a role model • Being honest and acting with integrity • Maintaining your skills and knowledge • Being conscientious and dependable
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Our values are in line with the NSW Government sector core values which are Integrity, Trust, Service, Accountability.

NSW Ambulance Executive Leadership Team

You can find further details about the Executive Leadership Team [here](#).



Dr Dominic Morgan, ASM – Commissioner and Chief Executive



David Dutton – Deputy Commissioner and Executive Director



Clare Beech – Senior Assistant Commissioner and Executive Director



Dr Sarah Coombes - Senior Assistant Commissioner and Executive Director, Aeromedical Operations



Brian Jackson – Executive Director, Finance & Corporate Services

Amanda Soliman – Acting Executive Director, People & Culture

Role Description

Director Metropolitan Operations



Cluster	NSW Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Operations Directorate
Location	State Headquarters Rozelle
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service / operational delivery
Kind of Employment	Ongoing
Role Number	704339
ANZSCO Code	132411
PCAT Code	3331192
Date of Approval	October 2019
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.

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 principle 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 the NSW Ambulance Strategic Plan.

Primary purpose of the role

The Director Metropolitan Operations directs high quality services to achieve business performance outcomes, optimum levels of service delivery, standards and compliance requirements with a focus on enhancing patient experience consistent with the organisation's vision, values and objectives.

Key accountabilities

- Lead and direct service delivery, determining operational priorities and setting service delivery goals, standards and performance measures to ensure expectations are clear and that service delivery strategies are aligned with organisational objectives to optimise outcomes for patients

- Contribute to strategic and business planning processes within the organisation to ensure that plans are informed by high quality service strategy advice and a focus on patient needs
- Ensure that metropolitan Sectors have the capacity, structure and work practices to enable them to respond to emergency and non-emergency requests for NSW Ambulance services in accordance with agreed performance standards, timeframes and budget
- Develop and implement strategies to enable the continuous review of operations to improve the quality of services to patients and facilitate consultation, performance feedback and collaboration with key stakeholders to enhance service quality, accessibility and responsiveness
- Provide effective and innovative leadership and management to the metropolitan Sectors to ensure the delivery of quality and consistent services in accordance with operational and clinical requirements and strategic directions
- Provide strategic leadership for the ongoing development, planning and implementation of change management initiatives necessary to ensure that the metropolitan Sectors supports a world best practice patient journey by providing efficient and effective responses to requests for ambulance services
- Direct the development, implementation, maintenance, monitoring, reporting and review of corporate governance, probity and risk management functions and frameworks for the metropolitan Sectors
- Ensure a positive workplace culture where bullying, harassment and inappropriate work place behaviors are not tolerated

Key challenges

- Determining optimal models of service delivery and implementing service reforms and improvements in the context of diverse internal and external stakeholder expectations
- Managing critical incidents and collaborating with diverse stakeholder groups to resolve the issues swiftly with minimum impact to normal operations

Key relationships

Who	Why
Internal	
Executive Director Clinical Operations	<ul style="list-style-type: none"> • Provide authoritative and expert advice on NSW Ambulance operational matters and recommendations which influence planning and decision making • Establish funding and resourcing that is consistent with stakeholder needs, strategic plans and priorities • Communicate information related to performance against NSW Ambulance Metropolitan Operations budgets and outcome measures
NSW Ambulance Executives	<ul style="list-style-type: none"> • Advise on Metropolitan Operations matters and ensure that stakeholder satisfaction with services informs decisions at all Executive levels • Engage Executives in service design and evaluation, to continually improve operations and service delivery models and solutions
Direct Reports	<ul style="list-style-type: none"> • Lead, guide and support • Set performance expectations and manage team performance and development

Who	Why
External	
Other NSW Health Agencies	<ul style="list-style-type: none"> Establish effective networks with counterparts of other NSW Health agencies, and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Other NSW Government Agencies	<ul style="list-style-type: none"> Foster collaborative relationships and partnerships with other NSW Government stakeholders and agencies, to advance mutual interests
Community/Industry/Patient Stakeholders	<ul style="list-style-type: none"> Facilitate relationships with key patient/community and/or industry stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards

Role dimensions

Decision making

- The Director acts with a high level of autonomy within the overall decision making and accountability limits for the Metropolitan Operations portfolio
- NSW Ambulance has state wide 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 position holder is expected to be able to exercise sound judgement and capacity for independent decision making on complex and sensitive matters

Reporting line

Executive Director Clinical Operations

Direct reports

6

Budget/Expenditure

Approximately \$261 million

Essential requirements






- Appropriate tertiary qualifications and/or extensive experience as part of a senior/executive management team in a substantial and complex service delivery organisation

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

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. 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	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	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	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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Manage Self		<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 organisation's strategic planning processes Set overall performance standards for service delivery across the organisation and monitor compliance
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> 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, communication and collaboration across the organisation and cross-government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Drive a culture of achievement and acknowledge input of others 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 output of business unit to ensure government outcomes are achieved within budget Progress organisational priorities and ensure effective acquisition and use of resources Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> 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 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Highly Advanced	<ul style="list-style-type: none">• 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

Useful Links

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

- <https://www.ambulance.nsw.gov.au/>
- <https://www.ambulance.nsw.gov.au/news>
- <https://www.ambulance.nsw.gov.au/our-services>
- <https://www.ambulance.nsw.gov.au/in-the-community>
- <https://www.ambulance.nsw.gov.au/about-us/honours-and-awards>
- <https://www.ambulance.nsw.gov.au/about-us/corporate-publications>
- https://www.ambulance.nsw.gov.au/_data/assets/pdf_file/0018/553230/DE209_NSW_Organisational_Chart_2020_V13.pdf

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 NSW Ambulance. 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 \$221,305 to \$244,935 per annum, with annual performance reviews, will be negotiated with the successful applicant.

This role will initially be based at the State Headquarters in Rozelle, Sydney with a planned relocation to Homebush in 2022.

Essential Requirements

The successful candidate will have:

- Appropriate tertiary qualifications and/or extensive experience as part of a senior/executive management team in a complex service delivery organisation.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29078 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. Give a recent example of when you have led a major operational reform within a complex, multi-site setting, ideally citing an example which has an emergency management or clinical component. How did you go about it and what was the outcome?
2. Describe how you managed complex stakeholder and industrial relations issues within your organisation, resulting in a positive outcome for all parties.

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Hannah Majcic at healthservices@derwentsearch.com.au.

Closing date: Monday 6th December (11.59pm)

Timeline

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

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.