

Candidate Information Pack

NSW Ambulance

- **Sector – Associate Director Clinical Operations roles (4 Roles)**
- **Control – Associate Director Clinical Operations role (1 Role)**

February 2022

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NSW Ambulance

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About NSW Ambulance and the context to these appointments

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. Every year, 1 in 6 people in NSW receive care from NSW Ambulance and there are approximately 1 million responses are made by NSW Ambulance each year.

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 later in 2022. 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.

This past year, the transformation of NSW Ambulance infrastructure in rural and regional NSW has continued, with two purpose-built stations commissioned at Sawtell and Cootamundra and supplementary funding received for a new service to Iluka as part of Rural Ambulance Infrastructure Reconfiguration Stage 1. An additional \$100 million budget was also allocated to deliver upgraded, rebuilt or entirely new services in regional NSW as part of Rural Ambulance Infrastructure Reconfiguration Stage 2.

NSW Ambulance is now seeking to appoint 5 Associate Director Clinical Operations (ADCO) roles; 4 of these are Sector ADCO roles and 1 is a Control Centre ADCO role.

- Associate Director Clinical Operations, North Coast Sector – Based Coffs Harbour
- Associate Director Clinical Operations, Hunter New England – Based Tighes Hill
- Associate Director Clinical Operations, Western Sector – Based Dubbo
- Associate Director Clinical Operations, Sydney South-West – Based Camden
- Associate Director Clinical Operations, Southern Control Centre – Based Warrilla





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
51 Nurses
378 Clinical Volunteers
3 Therapy dogs

On road

1,570 Operational vehicles
94 Additional ambulances

Aeromedical

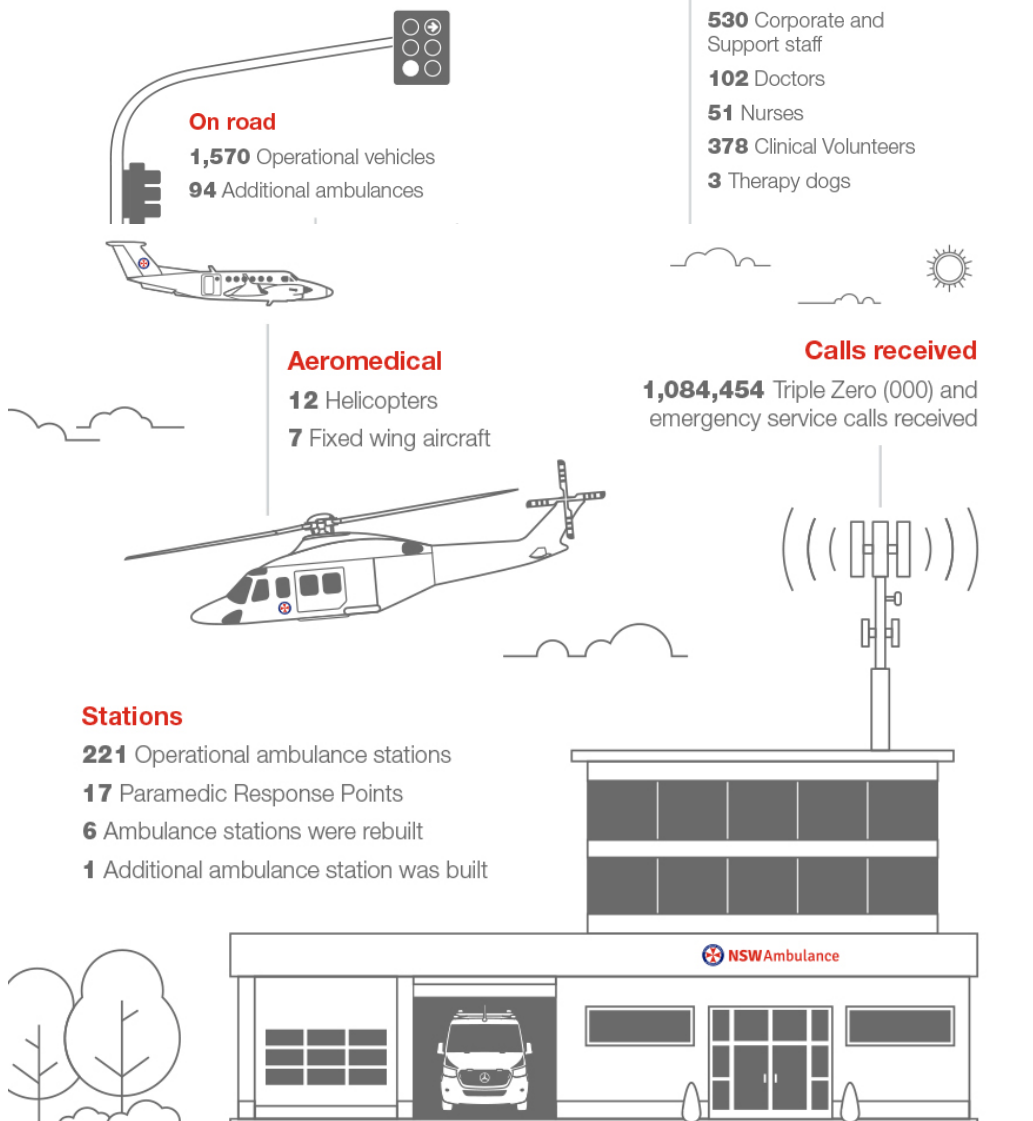
12 Helicopters
7 Fixed wing aircraft

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





COLLABORATION

Promote and encourage teamwork

- Sticking together and helping each other
- Mentoring – sharing knowledge and skill
- Being cooperative, reliable and supportive
- Recognising the achievements of others

OPENNESS

Act responsibly

- 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

Be accountable

- Being answerable for your actions
- Knowing the rules and the right way to do things
- Stepping up in difficult circumstances

RESPECT

Show care

- Showing compassion and understanding
- Being courteous
- Acknowledging the feelings of others
- Supporting others – particularly in difficult situations

Show respect

- Listening to others and acknowledging differences
- Being sensitive to individual needs
- Accepting decisions gracefully
- Providing encouragement and feedback

EMPOWERMENT

Professional standards of behaviour

- 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

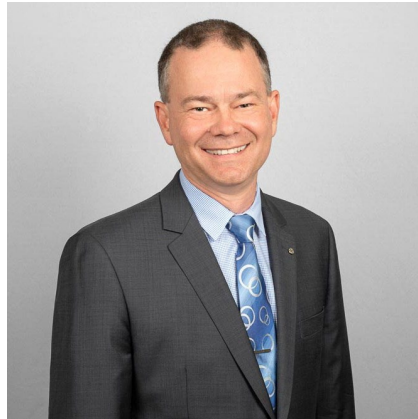
Our values are in line with the NSW Government sector core values which are Integrity, Trust, Service, Accountability.

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, BM ASM – Deputy Commissioner and Executive Director, Clinical Operations



Clare Beech, ASM – Senior Assistant Commissioner and Executive Director, Clinical Systems Integration



Dr Sarah Coombes – Executive Director, Aeromedical Operations



Amanda Soliman – Acting Executive Director, People & Culture



Brian Jackson – Executive Director, Finance & Corporate Services

Role Description

Associate Director Clinical Operations



NSW Ambulance

Cluster	Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Operations
Role number	Various
Classification/Grade/Band	Operational Manager Level 4
Role Type	Operational Leadership
Date of Approval	8 July 2021
Agency Website	www.ambulance.nsw.gov.au

Primary purpose of the role

Lead and direct Sector or Control Centre staff and resources including Volunteers and Community First Responders, to ensure the effective and efficient delivery of patient care services, consistent with NSW Ambulance legislation, awards and policies.

Key accountabilities

- Lead the development and delivery of sector or control centre level operational, financial and business planning, ensuring a cohesive approach to service delivery and alignment with organisational objectives.
- Monitor and develop strategies for improved work standards and operational performance including effective and efficient allocation of sector human and physical resources.
- Implement, monitor and foster appropriate levels of Governance Accountability. Review, develop and implement sector or control center specific operational policies and procedures to ensure clinical and organisational benchmarks are achieved in accordance with protocols.
- Facilitate consultation, performance feedback and collaboration with staff as well as other key internal and external stakeholders to enhance service delivery quality, accessibility and responsiveness to optimal patient care.
- Provide support in the development and then lead in the implementation of change management initiatives necessary to ensure that the sector or control center supports a world best practice patient journey, in the provision of efficient and effective responses to requests for ambulance services.
- Monitor, report on and review corporate governance, probity and risk management functions and frameworks.
- Ensure a positive workplace culture where bullying, harassment and inappropriate work place behaviours are not tolerated. This may include the need to negotiate, conciliate, and resolve escalated workplace conflict matters.

Key challenges

Increasing the operational efficiency of a sector or control centre in an environment of increased demand, limited resources and change resistance.

Collaborating with diverse stakeholder groups to resolve service delivery incidents and ensure minimum impact on operations and service delivery.

The Associate Director has authority to make decisions within accountable limits at the sector or control centre level. 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.

Key relationships

Who	Why
Internal	
Director – Metropolitan Operations	<ul style="list-style-type: none">Provides advice on sector or control operational planning and decision makingAdvises on funding and resourcing available to meet needs, strategic plans and prioritiesCommunicates information related to performance against operational plans, balanced scorecards and discusses outcome measures
Director – Regional Operations	
Director – Control Centres	
Finance Manager	<ul style="list-style-type: none">To determine financial performance and ensure financial diligence
People & Culture Partners	<ul style="list-style-type: none">To support the development of strategic people management process that resolve complex people issues, improve culture, engagement and operational performance
Direct Reports	<ul style="list-style-type: none">Lead, guide, support, coach or mentor as requiredChampion the implementation and maintenance of the Governance & Accountability Framework at sector or control centre levelSet performance expectations and manage team performance and development to ensure operational and business imperatives are met
External	
Industry Groups	<ul style="list-style-type: none">Undertakes negotiation with staff association representatives on industrial relation issues relevant to the sector escalating service wide issues as appropriate to ensure that programs meet sector service delivery requirements
LHDs and other Health Agencies	<ul style="list-style-type: none">Maintains positive and active networks that foster collaborative relationships to advance mutual interests and effective responses to emerging as well as future issues in best practice patient care.

Role dimensions

Decision making

The Level of Authority as per the NSW Ambulance delegations has been set at Level 3 for this position. For further information please access the Delegations Manual on the NSW Ambulance intranet

Reporting line

Director Metropolitan Operations or;

Director Regional Operations or;

Director Control Centres

Direct reports – May Include

Zone Manager/s

Health Relationship Manager/s

Executive Assistant/s

Deployment Officer/s

Senior Control Centre Officer/s

Cleaner/s

Budget/Expenditure

Financial delegation as per the NSW Ambulance delegations of up to \$50k

Essential requirements

It is the responsibility of all staff to ensure NSW Ambulance is a workplace free from bullying and harassment. All staff must behave in a respectful and acceptable manner. Staff must report and respond appropriately to any instances or perceptions of bullying. Managers are required to implement actions that prevent or minimise the risk of unacceptable behaviours, ensuring bullying, harassment and victimisation are identified as early as possible and responded to and effectively managed.

NSW Driver's license is required

Key knowledge and experience

- Demonstrated extensive knowledge and applied leadership in championing governance and quality in the application of Ambulance Service clinical policies, practices and protocols.
- Ability to contribute to developing and implementing financial, human resource and operational plans, policies and programs for a workforce of more than 300 employees and within a budget of up to \$79 million.
- Ability to use statistical information and key performance indicators to problem solve, make decisions and continuously improve performance in complex systems that deliver pre-hospital care to the community.
- High level of emotional intelligence and interpersonal, presentation and negotiation skills that cultivate - positive and empowering relationships, which maybe under challenging circumstances, with internal and external stakeholders.

- Ability to write effectively, communicating to a range of stakeholders and levels from Ministerial, executive, community, public media and employees (including potentially families, friends and relatives) using appropriate corporate business templates.
- Relevant tertiary qualification and/or relevant experience and extensive knowledge of operational service delivery in an emergency medical system (or similar environment) including demonstrated ability to take a key emergency leadership role in the event of a large-scale multi agency incident.
- Demonstrated extensive leadership in establishing a culture and structure that support the values of the organisation and actively encourages employees' professional development and performance.
- Demonstrated people management skills, including providing staff support, staff development, performance management and the early identification of unacceptable workplace behaviours and taking appropriate action such as investigation, resolution and monitoring of harassment and bullying, grievance issues and conflict resolution.

Capabilities for the role


The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

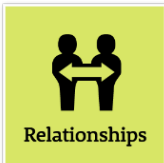
Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.



The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
	Act with Integrity	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	
 <p>Relationships</p>	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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 	Advanced

FOCUS CAPABILITIES

	Capability name	Behavioural indicators	Level
 Results	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience Seek contributions and ideas from people with diverse backgrounds and experience Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness Identify and share business process improvements to enhance effectiveness 	Adept
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<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 	Advanced
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<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 Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation 	Advanced

FOCUS CAPABILITIES



Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	
	Inspire Direction and Purpose		Advanced
	Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	

Complementary capabilities




Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

Useful Links

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

- <https://www.ambulance.nsw.gov.au>
- [NSW Ambulance Vision and Strategic Plan: 2021-2026](#)
- <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>

Engagement Team



Rob Macmillan, Partner Health

Rob 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.



Kate Bromley, Consultant

Kate has 12 years' professional experience in some of Australia's most respected organisations, including in the Real Estate Industry at Deloitte, Ernst and Young and Macquarie Group. This experience has given Kate professional networks across numerous industries and the ability to understand market forces through her research and analytical ability.

More recently, Kate has had first-hand experience within the NSW Public Sector at Jobs for NSW, a NSW Government publicly funded, privately led organisation, chaired by ex-Telstra CEO, David Thodey. Kate holds an Executive MBA from RMIT, A post graduate degree in Knowledge Management from UTS and a B. Arts (Politics) from Macquarie University.



Holly Porter, Research Associate

Holly is a Research Associate supporting the Sydney office and works predominantly across the Public and Private Health, Not-For-Profit, Government, and Professional Services sectors. She is dedicated to identifying and engaging with high calibre talent and partnering with consultants to provide the best possible outcome for every individual role.

Holly graduated from the University of Nottingham with a Bachelor of Science, Biochemistry, and has worked across several sectors including healthcare, financial services and media. She has several years' experience in project management and is skilled at providing comprehensive team support.

The Application and Selection Process

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.

Key roles and locations currently being appointed:

- Associate Director Clinical Operations, North Coast Sector – Based Coffs Harbour
- Associate Director Clinical Operations, Hunter New England – Based Tighes Hill
- Associate Director Clinical Operations, Western Sector – Based Dubbo
- Associate Director Clinical Operations, Sydney South-West – Based Camden
- Associate Director Clinical Operations, Southern Control Centre – Based Warrilla.

Salary Package and Location

These are ongoing, full time, Operational Manager Level 4 roles. An attractive remuneration package within the range of \$152,687 – \$182,684 per annum with annual performance reviews, will be negotiated with the successful applicant.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29274 and submit your application. You are requested to submit your CV and a covering letter of no more than two pages, including a short statement in response to the two targeted questions below:

- 1 Give an example of where you have led a significant reform or initiative within an emergency management setting which supports the provision of global best practice patient experience.
- 2 Describe how you managed complex stakeholder and industrial relations issues within your organisation, resulting in a positive outcome for all parties.

Inquiries:

Please contact Derwent by email NSWAmbulance@derwentsearch.com.au and we will reply with information and arrange a convenient time to speak as required. Derwent will maintain confidentiality with respect to contact by potential applicants.

Closing date: Sunday, 27th February (11.59pm).

Timeline

- Interviews with Derwent are anticipated to take place late February / early March.
- Interviews with NSW Ambulance will take late March.
- Appointments are anticipated to be made early April.

Selection process

Derwent will conduct a review of applications, all of which will be shared with NSW Ambulance to consider and select a shortlist to be invited to attend an interview with the section panel.

Candidates may also be required to complete additional assessments such as online personality and cognitive assessments.

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before an 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.

Pre-employment verification and background checks

Before an offer of employment is made the following checks will be undertaken:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Financial Regulatory Check
- Bankruptcy Check
- Working With Children Check.

Thank you for your interest in NSW Ambulance.