

Candidate Information Pack

Illawarra Shoalhaven Local Health District

Director Nursing, Midwifery & Clinical Governance

March 2022

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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 400,000 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. ISLHD has an experienced and established executive and leadership team and a commitment to delivering the very best health outcomes for the communities served. ISLHD is now seeking an outstanding Director Nursing, Midwifery and Clinical Governance (DNMCG). Reporting to the CE, the DNMCG will:

- Provide strategic and operational support to the CE, the executive team and the Board;
- Provide inspirational leadership to the nursing and midwifery professions within ISLHD and ensure that professional standards are exceeded at all levels;
- Shape and deliver innovative workforce planning and people management strategies which attract, develop and retain the highest calibre staff;
- Work in partnership with the DMS to ensure ISLHD clinical governance frameworks are aligned to the strategic plan and deliver world class, safe, quality patient care;
- Provide input to the development of strategic and business plans, policy development and clinical services strategies;
- Deliver patient centred solutions within an environment of changing workforce models, digitalisation and disruption;
- Foster a responsive, contemporary culture which supports education, research and professional development and ultimately the delivery of world class patient care;
- Work closely with the ISLHD executive leadership team, NSW Ministry of Health, other LHDs, Aboriginal and community groups, local government and a diverse range of other stakeholders;
- Ensure that all activities across the organisation are aligned to the values of NSW Health.

We are ideally seeking an experienced hospital and health service clinical leader with a track record of success across a significant scale hospital network or health service. The person may currently hold a DON / EDON / DNMCG or equivalent role; we equally value applications from clinical leaders with experience across complex health systems who are looking to step up to their first district wide DNMCG role.

The person will demonstrate the capacity to work collaboratively across a multi-disciplinary organisational landscape and inspire and energise their teams to set new standards in patient care. Strong strategic skills are essential as is a passion about healthcare and its impact on the community. Critical to success will be strong communication and engagement skills and a commitment to shaping and elevating the nursing and midwifery professions.

This represents a rare opportunity to support world class healthcare across this thriving and growing community. It also offers the prospect of living in the beautiful and picturesque coastal region of NSW and becoming part of the friendly and community centred culture which the area is renowned for.



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 Mr Chris Bertinshaw 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.

ISLHD Executive Team



Margot Mains
Chief Executive



Margaret Martin
Executive Director Clinical
Operations



Deborah Cameron (Retiring)
Director Nursing, Midwifery &
Clinical Governance



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



Dr Peter Jansen
Director Medical Services & Clinical
Governance



Peter Shiells
Chief Information Officer



Abbas Alibhai
Director Finance



Gerrard Golding
Director Strategic Improvement
Programs



Suzanne Harris
Director Infrastructure Development

Illawarra Shoalhaven Local Health District Organisational Chart



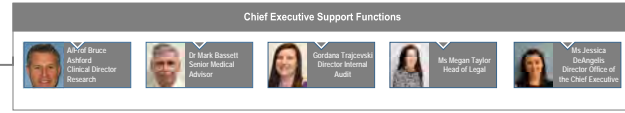
Health
Illawarra Shoalhaven
Local Health District



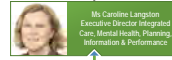
Mr Chris Bertinshaw
ISLHD Board Chair



Ms Margot Mains
Chief Executive



Ms Marg Martin
Executive Director Clinical Operations



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



Ms Sue Harris
Executive Director Infrastructure Development



Ms Deborah Cameron
Executive Director Nursing & Midwifery & Clinical Governance



Dr Peter James
Executive Director Medical Services & Clinical Governance



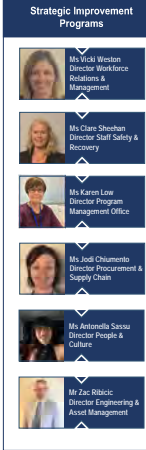
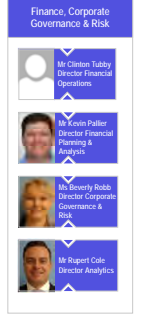
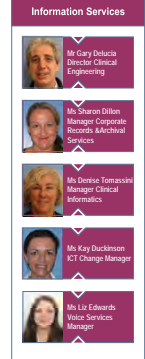
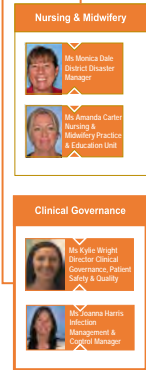
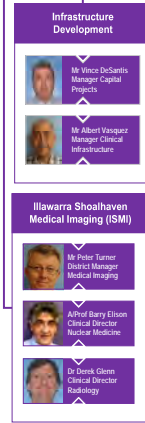
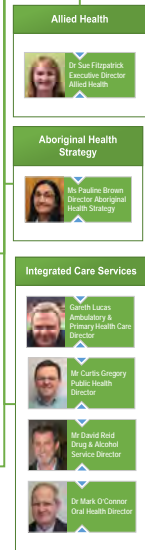
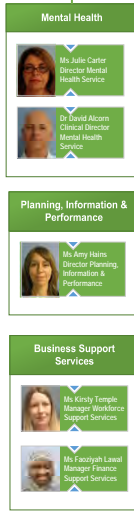
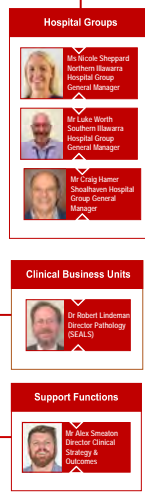
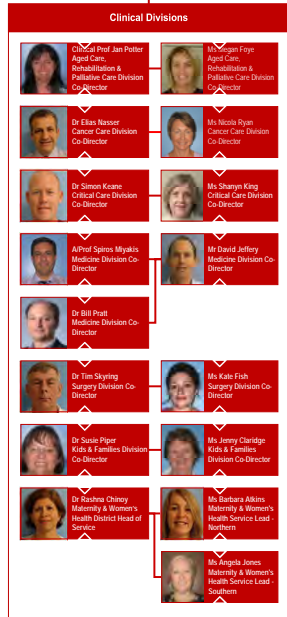
Mr Peter Shields
Chief Information Officer



Abbas Alibhai
Executive Director Finance



Mr Gerard Goding
Executive Director Strategic Improvement Programs



Role Description

Director Nursing & Midwifery and Clinical Governance



| | |
|---------------------------------------|---|
| Cluster | NSW Health |
| Agency | Illawarra Shoalhaven Local Health District |
| Division/Branch/Unit | Illawarra Shoalhaven Local Health District |
| Location | |
| Classification/Grade/Band | HSSE Band 1 |
| Senior Executive Work Level Standards | Work Contribution Stream: Professional/Technical/Specialist |
| Role Number | 52063 |
| ANZSCO Code | 134212 |
| PCAT Code | 2334611 |
| Date of Approval | |
| Agency Website | www.health.nsw.gov.au and www.islhd.health.nsw.gov.au |

Agency overview

For more information go to www.health.nsw.gov.au and www.islhd.health.nsw.gov.au

Primary purpose of the role

The Director Nursing & Midwifery and Clinical Governance ensures workforce planning and effective people management strategies are in place that attract, recruit, develop, roster and retain quality staff to provide excellent patient care to the community served by the LHD. The role promotes nursing & midwifery within the Illawarra Shoalhaven Local Health District and provides effective leadership to the nursing and midwifery professions across the LHD.

The Director works in partnership with the Director Medical Services to ensure the LHDs Clinical Governance framework is enacted to ensure safe, high standard care is delivered.

As a senior role in the LHD, the Director provides significant input to the development and oversight of strategic and business plans, policy development, business and clinical service strategies and relationship management. The Director also leads Disaster Preparedness for the Local Health District.

Key accountabilities

- Comply with and implement the NSW Health Risk Management Enterprise – Wide Policy and Framework and ensure the effective identification, management, monitoring and reporting of risks within the Health Service.
- Provide strategic clinical leadership by contributing to strategy and business planning processes.

- Foster an organisational culture of excellence, innovation and collaboration and oversee workforce planning and effective people management strategies that attract, recruit, develop and retain quality staff committed to high standards and the provision of excellent patient care.
- Lead improvements in workforce rostering practices to ensure the LHD meets nurse/patient ratios while maximising productivity and efficiency.
- Ensure new and innovative clinical practices are implemented to improve patient flow and access and address other key challenges confronting health service delivery.
- Ensure there is financial responsibility and accountability within the nursing and midwifery services and develop and implement financial strategies that will ensure budgetary targets and KPIs are met by facility Directors and Unit Managers within your area of responsibility.
- Provide professional leadership and direction for nursing and midwifery clinical standards by ensuring accountability for clinical practice and safety requirements through appropriate staffing, clinical competence, and evidence based standards of practice for area of responsibility.
- Ensure that state-wide nursing and midwifery strategies are implemented effectively across the LHD e.g. Essentials of Care, CAPSM, NHPPD.
- Create a learning environment incorporating strategies that build a positive team culture, foster leadership- and management development and provide learning and career development opportunities for staff.

Key challenges

- Nursing and midwifery recruitment and retention including the successful transition of newly registered nurses and midwives into the workforce ensuring that 'craft' transfer is supported and enabled are ongoing challenges
- The consideration of different ways of working and the successful incorporation of different levels and skill of nurses into teams that provide quality care.
- Supporting and facilitating the role of nurses and midwives in supporting the education of undergraduate students and the development of the future workforce.

Key relationships

| Who | Why |
|--------------------------------|---|
| Internal | |
| Chief Executive | <ul style="list-style-type: none"> • Provide strategic advice to support the development of services • Works closely with the Executive Director Clinical Operations and provides information, reports against key performance areas and recommendations regarding the delivery of health services across the LHD and in particular the scope and role of nursing and midwifery within LHD services |
| Local Health District Councils | <ul style="list-style-type: none"> • As required by the Chief Executive to provide the Council with reports on nursing and midwifery , Primary & Chronic care , Aboriginal Health and Disaster Preparedness matters |
| Other LHD Executive staff | <ul style="list-style-type: none"> • Works closely with the LHD executive team members and local site management to ensure effective health service delivery • Provides strategic leadership and professional accountability for facility Directors of Nursing and Midwifery within the LHD |
| Clinical Governance Council | <ul style="list-style-type: none"> • Provide the council with advice regarding professional nursing issues |

| Who | Why |
|---|---|
| External | |
| Local community organisations and stakeholders | <ul style="list-style-type: none"> Regularly to ensure effective consultation and input into LHD planning and decisions and dissemination of information about the LHD to the public |
| Chief Nursing and Midwifery Officer, Ministry of Health | <ul style="list-style-type: none"> Liaise to coordinate initiatives for the development and support of the nursing and midwifery workforce in the Local Health District to ensure consistency of approach and equitable use of available resources |
| Professional Nursing and Midwifery Groups | <ul style="list-style-type: none"> Liaise with relevant groups on matters related to the development and support of local nursing and midwifery strategies |
| NSW Health Pillar Organisations | <ul style="list-style-type: none"> Works co-operatively with these agencies to ensure mutual support for respective responsibilities with the public health system |
| 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 LHD. |

Role dimensions

Decision making

The Director has day to day autonomy for the policy direction and clinical and professional practice requirements of the nursing and midwifery workforce in the LHD.

Within the approved budget and delegated authority the Director has considerable day to day autonomy in directing and managing the nursing and midwifery services of the LHD in collaboration with local site management.

Reporting line

The role reports to the Chief Executive

Direct reports

TBA

Budget/Expenditure

TBA

Essential requirements






- Appropriate tertiary qualifications and/or equivalent experience
- Current Registration as Registered Nurse Division 1 or Registration as a Registered Nurse Division 1 and Registered Midwife with the Nurses and Midwives Board of Australia.
- Proven experience at a senior nursing/midwifery management level

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 | Advanced |
| | Manage Self | Advanced |
| | Value Diversity | Advanced |
|  Relationships | Communicate Effectively | Highly Advanced |
| | Commit to Customer Service | Advanced |
| | Work Collaboratively | Advanced |
| | Influence and Negotiate | Advanced |
|  Results | Deliver Results | Advanced |
| | Plan and Prioritise | Advanced |
| | Think and Solve Problems | Advanced |
| | Demonstrate Accountability | Advanced |
|  Business Enablers | Finance | Advanced |
| | Technology | Adept |
| | Procurement and Contract Management | Adept |
| | Project Management | Adept |
|  People Management | Manage and Develop People | 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 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 Maintain a high level of personal motivation Take the initiative and act in a decisive way |
| 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"> 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 | 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 |

NSW Public Sector Capability Framework

| Group and Capability | Level | Behavioural Indicators |
|--|----------|---|
| Business Enablers Finance | Advanced | <ul style="list-style-type: none"> Implement systems and processes that underpin high quality research and analysis 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 | 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 |
| People Management Optimise Business Outcomes | Advanced | <ul style="list-style-type: none"> Develop workforce plans that effectively distribute organisational resources to achieve business goals Plan for strategic use of human resources that links to wider organisational aims and goals Encourage others to strive for ongoing performance improvement Align systems and processes to encourage improved performance and outcomes |

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

<https://www.islhd.health.nsw.gov.au>

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

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

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

<https://www.islhd.health.nsw.gov.au/sites/default/files/Health%20Plans/Final%20Health%20Care%20Services%20Plan%202020-2030.pdf>

<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.southcoast.com.au/illawarra/>

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 Illawarra Shoalhaven 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 \$213,716 to \$237,346 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 Warrawong, just outside Wollongong and this will be one of the key locations of the role.

Essential Requirements

The successful candidate will have:

- Appropriate tertiary qualifications and / or equivalent experience.
- Current Registration as Registered Nurse Division 1 or Registration as a Registered Nurse Division 1 and Registered Midwife with the Nurses and Midwives Board of Australia.
- Proven experience at a senior nursing / midwifery management level.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29448 and submit your application. You are required to submit your CV and a one page covering letter, including a short statement in response to the two targeted questions below:

1. Describe a recent significant and innovative reform or initiative which you led across your nursing and midwifery teams which both elevated performance and enhanced culture?
2. What was innovative about this and what were your 3 key learnings.

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

Closing date: Sunday, 3rd April.

Timeline

- Interviews with Derwent are anticipated to take place early April.
- Client interviews are anticipated to take place on 27th April.
- Offer and acceptance anticipated end of April / early May.

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.