

## Candidate Information Pack

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**Organisation:** NSW Ministry of Health  
**Position:** Coordinator General, Regional Health  
**Date:** April 2022

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Health

## Contents

Executive Summary.....	2
Role Description – Coordinator General, Regional Health.....	3
NSW Ministry of Health Organisation Chart .....	12
Useful Links .....	13
The Application and Selection Process.....	13

## Executive Summary

NSW Health is the largest health care system in Australia, and one of the largest in the world. The Regional Health Division for NSW Health was established in April 2022 to support NSW Government's commitment to regional health issues. The Coordinator General, Regional Health will lead this newly created division and team and provide executive level advice to the Minister for Regional Health, Health Secretary and Ministry Executives about matters relating to health in regional communities. Through the provision of high-level strategic leadership oversight and key representation of the Division of Regional Health within the Ministry of Health, the role oversees the effective research, analysis, identification and collation of issues of the health services and social services in regional areas and coordinates the responses across Ministry of Health, Pillars, state-wide services and Local Health Districts.

Reporting directly to the Secretary NSW Health, The Coordinator General, Regional Health will:

- Shape the Division's strategic framework to clearly align direction and purpose with the Department's commitment to NSW Government's election commitments and response to the recommendations of the NSW Rural Health Inquiry, collaborating with relevant teams in the Ministry and Pillars to drive organisational change;
- Lead, support and coordinate the development of a Regional Health Plan that is consistent with Future Health strategic objectives and aligns with NSW Government priorities for regional communities;
- Provide dedicated and executive level advocacy as the system wide contact point for common issues across the regional health environment, including matters of long-term concern such as workforce attraction and retention, cross-border issues, quality and resilience of local service partners, and communication and engagement with key stakeholders;
- Identify opportunities to enhance local access to health and other social services that support quality health outcomes;
- Drive the integration of health, social and economic data, business intelligence tools and stakeholder feedback to better understand key drivers of health disparities in regional communities and support continuous improvement in service quality and patient experience;
- Support the implementation of strategies, priorities and measures for improving the quality and sustainability of, and access to, health and social services (e.g. aged care, disability, housing, employment) in those areas;
- Promote innovative and integrated approaches to the delivery of world class health services across all regional areas.

We are seeking an experienced executive leader with a track record of delivering exceptional outcomes within a large and complex healthcare system, ideally with a regional focus. The capacity to work collaboratively across a complex organisational and stakeholder landscape is essential. Natural communication, leadership and supervisory abilities are critical.



# Role Description

## Coordinator General, Regional Health



Cluster	NSW Health
Agency	NSW Ministry of Health
Division/Branch/Unit	Regional Health Division
Location	St Leonards
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Agency Head
Kind of Employment	Ongoing
Role Number	750771
ANZSCO Code	132411
PCAT Code	2331192
Date of Approval	March 2022
Agency Website	<a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

### Agency overview

For more information go to [www.health.nsw.gov.au](http://www.health.nsw.gov.au)

### Primary purpose of the role

This role provides Executive level advice to Minister for Regional Health, Health Secretary and Ministry Executives about matters relating to health in regional. Through the provision of high-level strategic leadership oversight and key representation of the Division of Regional Health within the Ministry of Health, the role oversees the effective research, analysis, identification and collation of issues of the health services and social services in regional areas and coordinates the responses across Ministry of Health, pillars, state-wide services and Local Health Districts.

### Key accountabilities

- Shape the Division's strategic framework to clearly align direction and purpose with the Department's commitment to NSW Government's election commitments and response to the recommendations of the NSW Rural Health Inquiry collaborating with relevant teams in the Ministry and Pillars to drive organisational change.
- Lead, support and coordinate the development of a Regional Health Plan that is consistent with *Future Health* strategic objectives and aligns with NSW Government priorities for regional communities.
- Provide dedicated and executive level advocacy as the system wide contact point for common issues across the Regional Health environment, including matters of long term concern such as; workforce attraction and retention, cross-border issues, quality and resilience of local service partners, and communication and engagement with key stakeholders.

- Drive identification of opportunities to enhance local access to health and other social services that support quality health outcomes.
- Drive the integration health, social and economic data, business intelligence tools and stakeholder feedback to better understand key drivers of health disparities in regional communities to support continuous improvement in service quality and patient experience.
- Support the implementation of strategies, priorities and measures for improving the quality and sustainability of, and access to, health and social services (e.g. aged care, disability, housing, employment) in those areas.
- Monitor care and treatment complaints to identify systemic issues and, in consultation with local health service partners, report back to regional communities on steps taken to improve safety and quality.
- Undertake research, and to collect, analyse, interpret and share information, about approaches for improving the quality and sustainability of, and access to, health services and social services in those areas.

## Key challenges

- Overseeing the effective research, analysis, identification and collation of issues across multiple geographic regions while managing sensitive stakeholder relationships and negotiations in a high-profile portfolio, anticipating and managing the impact of major technical, policy and legal change processes across stakeholders with diverse and conflicting views and agendas.
- Ensuring a consistent, coordinated and timely management response to regional health environment challenges across the across Ministry of Health, pillars, state-wide services and Local Health Districts, that are aligned with NSW Government's election commitments and strategic priorities; where there are divergent views and conflicting priorities.
- Promoting innovative and integrated approaches to the delivery of health services in those areas so as to improve the quality and sustainability of, and access to, health services in those areas.

## Key relationships

Who	Why
<b>Ministerial</b>	
Portfolio Ministers/Ministerial Staff/ Peak organisations	<ul style="list-style-type: none"> <li>• Consult directly with the relevant Ministers, providing accurate information, interpretation of planning and decision influences and timely responses to sensitive or contentious issues.</li> <li>• Act as the central liaison between the Minister's Division and agency executive for matters relating to the Division of Regional Health.</li> <li>• Act as the central liaison for peak organisations, including the Rural Doctors' Association on non-industrial issues.</li> <li>• Maintain effective relationships with Ministerial staff.</li> <li>• Provide high level strategic, authoritative, accurate, timely, and evidence based critical analysis and advice.</li> <li>• Keep informed on key local government strategic and critical policy initiatives, legislative review and identified sector risks.</li> </ul>
<b>Internal</b>	
Secretary	<ul style="list-style-type: none"> <li>• Consult and provide expert influential advice consistent with existing commitments, recommendation plans and goals.</li> </ul>

	<ul style="list-style-type: none"> <li>Alert the Secretary to operational or service issues which may escalate, or which may have significant or state-wide impact.</li> <li>Achieve endorsement of the Regional Health Plan plans and goals.</li> <li>Provide high level strategic, authoritative, evidence based critical analysis and advice on key regional health initiatives, long term service opportunities, program risks and emerging issues.</li> <li>Represent and ensure proactive consideration of regional and related community interests at the highest level.</li> </ul>
Ministry of Health Executive	<ul style="list-style-type: none"> <li>Collaborate to implement the recommendations of the NSW Rural Health Inquiry.</li> <li>Develop productive and collaborative working relationships with Deputy Secretaries and Executive Directors, especially Workplace Relations.</li> <li>Engage in program/service design, delivery and assessment to continually improve delivery models and solutions.</li> <li>Ensure stakeholder satisfaction advice informs decisions at all executive levels.</li> </ul>
Division of Regional Health	<ul style="list-style-type: none"> <li>Provide leadership, guidance and support.</li> <li>Set performance requirements and manage team performance and development.</li> <li>Share information and encourage contribution of ideas to improve program/service delivery outcomes.</li> </ul>
<b>External</b>	
Other Government Agencies, Executive Leadership teams	<ul style="list-style-type: none"> <li>Establish effective high-level networks with other NSW agencies that have responsibilities under the Regional Health Plan.</li> <li>Liaise to enable performance benchmarking and monitoring of regional trends.</li> <li>Collaborate on common responses to emerging and future issues.</li> </ul>
Local Government stakeholders	<ul style="list-style-type: none"> <li>Foster collaborative relationships and partnerships to drive and support.</li> <li>progress of planning activities.</li> <li>Negotiate to forward mutual interests.</li> </ul>
External Service Providers	<ul style="list-style-type: none"> <li>Where engaged, monitor performance standards and program/service.</li> <li>outcomes to ensure high quality and effective activities.</li> </ul>
Broader government stakeholders	<ul style="list-style-type: none"> <li>Maintain effective relationships with key stakeholders across other tiers of government in NSW, across other jurisdictions and nationally, to exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services.</li> </ul>
Community/Industry Stakeholders	<ul style="list-style-type: none"> <li>Facilitate relationships to ensure that programs and services meet current and evolving needs and articulated performance standards.</li> </ul>
Local Health Districts and NSW Health Organisations	<ul style="list-style-type: none"> <li>Lead, discuss, clarify and seek information for Ministers and Chief Executives and provide advice and feedback to enable and optimise outcomes.</li> </ul>

## Role dimensions

### Decision making

The Coordinator General, Regional Health is responsible and accountable for:

- The planning and conduct of the activities undertaken by the Division including decisions relating to staff employment, performance management and disciplinary matters, and management of the Division budget.
- Is the key adviser to the NSW Government on Regional Health and is accountable for the quality, integrity and validity of policy advice provided to the Minister, Secretary and Executive.
- Working with a high degree of independence to drive the Regional agenda in Commonwealth/State/Territory negotiations, and representing NSW Health in negotiations with other jurisdictions.
- Making decisions and acts within Government, NSW Health core values, legislative and regulatory frameworks, strategic plans and priorities, and delegations
- Identifying issues which need to be brought to the attention of the Executive and presenting the Executive and Minister with sound recommendations and advice where higher level decision making is required.
- Resolving issues independently where appropriate and exercising high level strategic skill and initiative in negotiations, exploration of options and development and implementation of innovative solutions.
- Representing NSW Health and the Government position to state agencies, industry, community and individual stakeholders to deliver decisions that achieve desired health outcomes
- Effective collaboration with all key stakeholders.
- The Secretary approves the Division's Annual Business Plan proposed by the Executive Director and regularly reviews progress with the Executive Director.

### Reporting line

Secretary

### Direct reports

Unknown

### Budget/Expenditure

Unknown

### Essential requirements

- Degree qualification in a relevant discipline such as Public Health Administration
- Comprehensive knowledge of NSW Health, the machinery of government and parliamentary procedures.

### 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.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Advanced
	<b>Manage Self</b>	<b>Highly Advanced</b>
	Value Diversity and Inclusion	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	<b>Procurement and Contract Management</b>	<b>Advanced</b>
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	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
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>• Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>• Give frank, honest advice in response to strong contrary views</li> <li>• Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>• Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>• Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>
<b>Personal Attributes</b> Manage Self	Highly Advanced	<ul style="list-style-type: none"> <li>• Promote and model the value of self-improvement</li> <li>• and be proactive in seeking opportunities for growth and new learning</li> <li>• Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour</li> <li>• Manage challenging, ambiguous and complex issues calmly and logically</li> <li>• Model initiative and decisiveness</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Speak in a highly articulate and influential manner</li> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with I stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>
<b>Results</b> Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> <li>• Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> <li>Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>Apply lateral thinking and develop innovative solutions that have long-lasting, organisation-wide impact</li> <li>Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>
<b>Business Enablers</b> Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> <li>Ensure that employees and contractors apply government and organisational procurement and contract management policies</li> <li>Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions</li> <li>Promote effective risk management in procurement</li> <li>Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes</li> <li>Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>Participate in governance processes such as project steering groups</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> </ul>

## NSW Public Sector Capability Framework

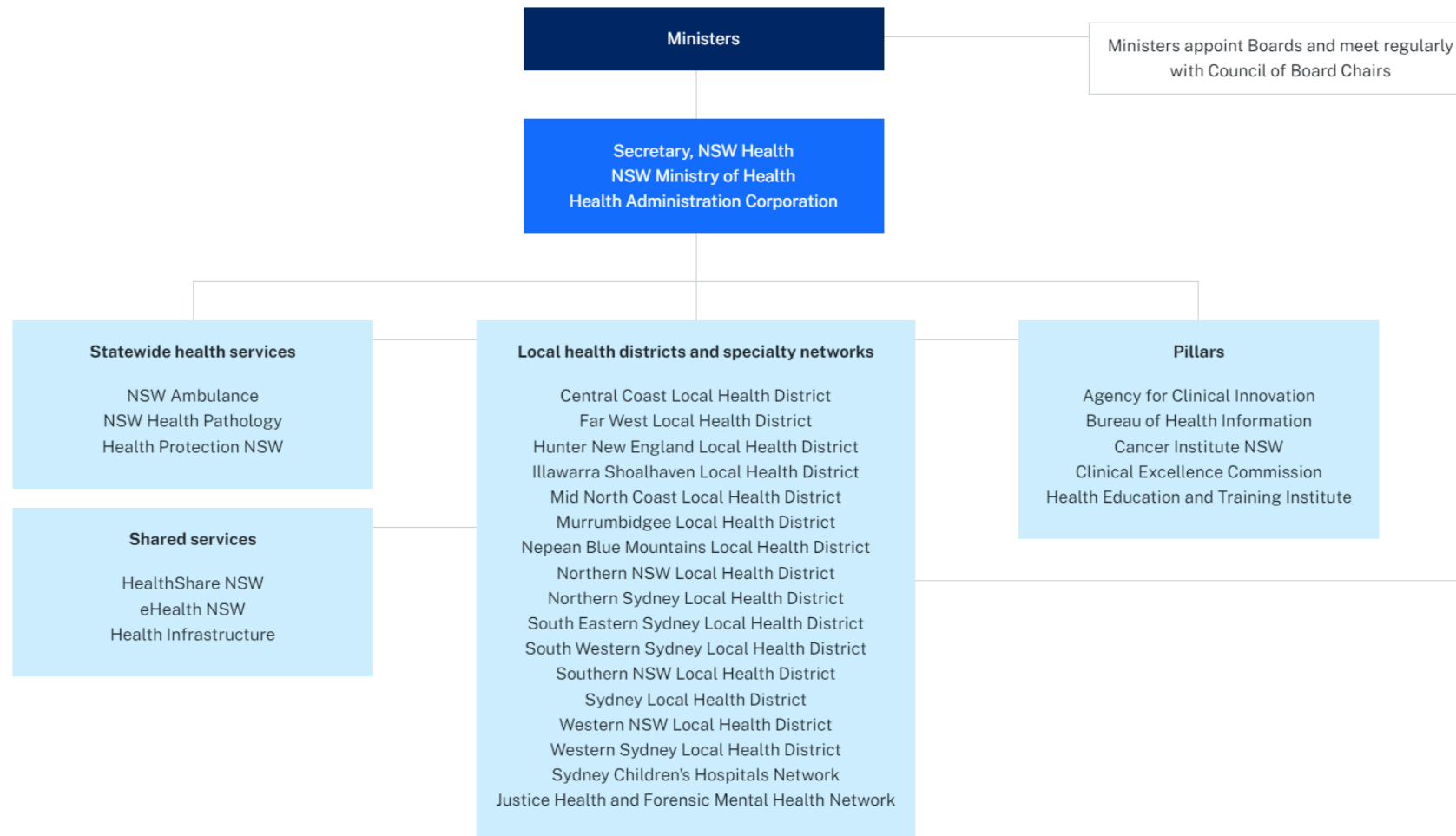
### Group and Capability

### Level

### Behavioural Indicators

- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

# NSW Ministry of Health Organisation Chart





## Useful Links

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

- [NSW Health 2020/21 Annual Report](#)
- [https://www.health.nsw.gov.au/news/Pages/20220408\\_02.aspx](https://www.health.nsw.gov.au/news/Pages/20220408_02.aspx)
- <https://www.health.nsw.gov.au/>

## 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. 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, Executive Band 2 role. An attractive remuneration package will be negotiated with the successful applicant.

### *Essential Requirements*

The successful candidate will have:

- Degree qualification in a relevant discipline such as Public Health Administration.
- Comprehensive knowledge of NSW Health, the machinery of government and parliamentary procedures.

### *To Apply*

To apply, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the reference number 29572 and submit your application. You are required to submit your current resume and cover letter (one to two pages) outlining how your skills and experiences meet the essential requirements of the role and make you a suitable candidate for the role.

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

**Closing date: Sunday, 15<sup>th</sup> May 2022 (11.59pm)**

### *Timeline*

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

### *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.

**Thank you for your interest in NSW Ministry of Health**