

Candidate Information Pack

Southern New South Wales Local Health District

General Manager, Coastal Network

July 2022

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Health

Southern NSW Local Health District

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Video Introductions

These are short video introductions from Margaret Bennett about the region, Health Service and the role.

<https://vimeo.com/729443457/5beddcd4bd>

<https://www.youtube.com/watch?v=49kM74ORQLQ>



Executive Summary

Southern NSW Local Health District (SNSWLHD) delivers health care across an area of over 44,000 square kilometres, from Goulburn and Crookwell to the Victorian border and surrounds the ACT on three sides. It extends from the beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the Great Dividing Range and the Snowy Mountains. SNSWLHD serves a permanent population of over 210,000 and is also responsible for providing sustainable healthcare to the 5 million tourists who visit the area annually. It has an annual budget of \$460m, employs over 3,000 staff and delivers healthcare services across more than 20 facilities. SNSWLHD is now seeking to appoint a General Manager (GM) to lead the recently formed Coastal Network and play a key role on the executive leadership team of the district.

This role requires outstanding strategic and operational leadership of the four hospitals – South East Regional (Bega), Batemans Bay, Moruya, and Pambula hospitals, and two community health facilities. In parallel, the GM will work as part of a multi-disciplinary team in the development of the new \$260 million Eurobodalla Regional Hospital at Moruya. As a key leader in SNSWLHD and the community, the GM provides significant input to the development and oversight of strategic and business plans, policy development, business and clinical service strategies and relationship management. The successful candidate will continue the roll out of the 'Elevate' leadership framework across the Coastal Network, developing a culture of service and employee engagement.

To succeed in this role, you will demonstrate significant achievement across a broad spectrum of areas including clinical operations, strategic planning and delivery, workforce management, clinical governance, and patient safety. You will display outstanding leadership and communication skills with the ability to influence multiple stakeholders. First class engagement skills across all levels of the medical, nursing, and allied health professions as well as across the broad patient community is also a critical aspect of this role.

You'll be an authentic leader who achieves outstanding results with your people and can bring the values of Collaboration, Openness, Respect and Empowerment into everything you do. You will challenge the status quo, focus on outcomes and consult extensively to engage stakeholders.

This represents a unique and exciting opportunity to help shape the vision of, and ultimately deliver, world class healthcare across this thriving and growing community. It also offers you the prospect of living in the picturesque south coast region of NSW and becoming part of the friendly and community centred culture which the area is renowned for.



About Southern NSW Local Health District

Southern NSW Local Health District covers a large area of the state, from Goulburn and Crookwell to the Victorian border and surrounds the ACT on three sides. It extends from the pristine beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the picturesque Great Dividing Range and the spectacular Snowy Mountains.

We invest in understanding the growing and changing health needs of our diverse communities. This investment includes transforming the way we work to respond to these changes and ensure we are prepared and proactive. We are passionate about pursuing the provision of the highest quality care and valuing innovation.

We are working to help our communities lead healthy lives and we provide patients and clients with exceptional care and positive experiences.

We are committed to working with community members and health care users. Community consultation committees act as a key medium between the Health District and our communities.

We are a major local employer, so our staff are part of our local communities.

We are home to four large Aboriginal nations – the Gundungurra, Ngannawal, Ngarigo and Yuin.

NSW Local Health Districts



Southern NSW Local Health District



Values and Priorities

Values:

- **Collaboration** — We are a team, we work collaboratively with each other, our partners and community to achieve the best possible outcomes for the consumers who are at the heart of our services.
- **Openness** — We encourage and actively seek feedback from our staff and community to better understand concerns and learn from mistakes, helping to improve on high quality and safe services.
- **Respect** — We are committed to respecting the feelings, wishes and rights of our consumers and their carers and families. We respect and acknowledge the key attributes all staff bring to our services.
- **Empowerment** — We empower our consumers to make well informed decisions about their care and treatment. We encourage all to seek out innovative and creative business models.

Priorities:

- Ensure our communities have access to safe, appropriate, and quality health care services now and into the future.
- Attract and retain the right people.
- Maintain financial sustainability

Facilities

The Coastal Network has a budget of \$170 million, 900 staff and 251 beds, and currently comprises the following facilities:

- South East Regional Hospital (SERH) is located in the Bega Valley. SERH provides a range of acute emergency, medical, surgical, paediatric and obstetric services to the Bega Valley and surrounding communities including rural north east Victoria. A purpose-built facility opened in March 2016 with an ICU, three theatres, a procedure room, oncology and renal units. The site includes sub-acute rehabilitation and acute mental health beds, supported by a range of community and ambulatory care services including Hospital in the Home (HITH) and palliative care. SERH has a budget of \$92m, 404 FTE and 134 beds.
- The current Moruya Hospital is a 66 bed hospital. It offers an emergency department, general and gynaecological surgery, sub-acute - inpatient rehabilitation, palliative care, maternity (antenatal care, birthing and post-natal care), HITH, an outreach renal dialysis satellite service, pathology and a medical imaging service comprising of X-ray, ultrasound and CT. Inpatient acute medical care is provided by General Practitioners. The site for the new \$260 million hospital redevelopment was announced in December 2020. Planning for the new facility will incorporate the Coastal Network, supporting the smaller facilities and working in collaboration with SERH.
- Batemans Bay is a 37 bed hospital which also offers community health services and HITH facilities. It has an emergency department, inpatient acute medical provided by General Practitioners, day-only surgery, subacute such as inpatient palliative care and patients waiting for rehabilitation, and X-ray. It has a \$21m budget with an FTE of 90.
- Pambula Hospital is a 14 bed sub-acute facility with a \$4.5m budget and 22 FTE. It provides subacute care, palliative care, and an allied health service. It is a nurse-led assessment, treatment, and care centre (ATC) for walk-in patients with minor injuries and illnesses. Community health services include wound management, dental, early childhood immunisation, women's health, social work and generalist counselling services, cardiac rehabilitation and respiratory rehabilitation services.
- Narooma Community Health Centre offers a range of community health programs including drug and alcohol counselling, aged care information, diabetes education, dietician service, mental health service, immunisation, child and family health and speech pathology.
- Eden Community Health is set on the slopes of the deep blue Twofold Bay and the Tasman Sea. The facility offers services for aged care, chronic disease, mental health, speech pathology and drug and alcohol. It provides both my aged care assessments and community health central intake.
- Aboriginal health care is provided across the Coastal Network, and will be a key consideration in the future planning for the Network as the new Eurobodalla hospital is being developed



Role Description

General Manager – Coastal Network

Southern NSW Local Health District

Cluster	NSW Health
Agency	Southern NSW Local Health District
Division/Branch/Unit	Coastal Network
Location	Coastal Network and travel to various locations
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	711390
ANZSCO Code	132111
PCAT Code	2331192
Date of Approval	July 2022
Agency Website	http://www.SNSWLHD.health.nsw.gov.au and www.health.nsw.gov.au

Agency overview

The Southern NSW Local Health District (SNSWLHD) covers an area of 45,000 square kilometers, from Goulburn and Crookwell to the Victorian border, and surrounds the ACT on three sides. It extends from the pristine beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the picturesque Great Dividing Range and the spectacular Snowy Mountains.

The LHD services a population of over 200,000 residents and sees an influx of over 5 million tourists annually. SNSWLHD is one of the region's largest employers with a workforce of more than 3,000 across twenty hospital sites and community health services, and an annual budget of more than \$460 million.

We are home to four large Aboriginal nations – the Gundungurra, Ngunnawal, Ngarigo and Yuin.

Led by a professional Local Health District Board and a Chief Executive, SNSWLHD aims to deliver consistently high quality patient care which is supported by input from clinicians and the local community. Our services are delivered in accordance with our CORE values of *Collaboration, Openness, Respect, Empowerment* which guide the behaviour and professional standards of our staff. For more information go to <http://www.snswhd.health.nsw.gov.au> and www.health.nsw.gov.au

Primary purpose of the role

The General Manager leads and manages the physical, human and financial resources of the Coastal Network of SNSWLHD. The role provides effective and efficient management and leadership of the South East Regional, Batemans Bay and Moruya Hospitals, and three community health facilities. They are responsible for Coastal Network performance and improvement programs to ensure the achievement of NSW Ministry of Health and SNSWLHD objectives. The development of a new \$200 million hospital within the Moruya area will

be a key focus for the General Manager Coastal Network over the next five years. As a key leader in the LHD, the General Manager provides significant input to the development and oversight of strategic and business plans, policy development, business and clinical service strategies and relationship management.

Key accountabilities

- Lead local executive and management to meet activity and financial performance targets under the SNSWLHD Service Agreement with the Ministry of Health, and implement strategies to achieve key performance indicators as identified in Health Service Plan and SNSWLHD Operational and Strategic Plan giving consideration to relevant state-wide initiatives.
- Lead the implementation of robust financial strategies and controls are in place across all cost centres to support the achievement of the SNSWLHD financial sustainability program.
- Ensure that clinical governance systems are in place to provide services of SNSWLHD that meet the National Safety and Quality Health Service Standards and to facilitate continuous improvement in the safety and quality of patient care, as well as improve patient outcomes and patient experience.
- Provide leadership in collaboration with the SNSWLHD Planning and Infrastructure Teams throughout the redevelopment life cycle of the new \$200 million hospital on a greenfield site. This will include leading the strategic transition of services across the Network as part of the planned realignment of services associated with the planning of services for the Moruya Hospital development.
- Promote a culture based on the NSW Health CORE values and the LHD Elevate framework acting as a role model and by implementing local plans to address the results of staff feedback surveys and improve employee experience.
- Maintain and enhance workforce capacity and capability to meet current and future health workforce needs addressing the inherent challenges facing medical and nursing recruitment in regional and rural areas.
- Manage Coastal Network issues associated with media, public and community relations and marketing of the District and its facilities to its best advantage, and to work cooperatively with the LHD, Ministry of Health and Minister's Office on issues management as they relate to the Hospitals and SNSWLHD.

Key challenges

- Maintaining personal resilience and commitment to service delivery in a continuously changing political and operational environment.
- Ensuring local community involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, maintaining a focus on the patient/client as the centre of care delivery and maintaining performance levels across a diverse range of clinical services where there is a limited availability of additional financial and other resources.
- Developing and implementing an effective clinical and corporate governance structure across the Coastal Network with an emphasis on clinical leadership and accountability.

Key relationships

Who	Why
Internal	
District Director Operations	<ul style="list-style-type: none"> Provide reports on performance, quality and safety and financial position of the Network. Provide advice and reports on the management of resources of the group in the provision of patient services at the operational level.
Chief Executive, SNSWLHD	<ul style="list-style-type: none"> Provide feedback and reports on the performance, quality and safety and financial position of the Network.
Other LHD Executive Staff	<ul style="list-style-type: none"> Provide advice, and work collaboratively, to ensure the effective use of financial resources and corporate and administrative support services.
Local Health District Board	<ul style="list-style-type: none"> As required by the District Director Operations to provide the Board with reports on performance, quality and safety and financial position of the Coastal Network consistent with the NSW Health Performance Framework performance measures and the annual Efficiency and Revenue Plans of the District.
External	
Agency for Clinical Innovation, Clinical Excellence Commission and Clinical Education and Training Institute, Health Infrastructure, Cancer Institute (NSW)	<ul style="list-style-type: none"> Work co-operatively with these agencies to ensure the implementation, monitoring and evaluation of agreed programs.
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 Coastal Network.

Role dimensions

Decision making

- The General Manager Coastal Network has day to day autonomy in directing and managing all clinical and corporate operations of the facility and deploying its resources within the overall budget.
- Decisions related to resource deployment outside of the operational budget allocation are referred to the District Director Operations and the Chief Executive of the SNSWLHD.
- In consultation with Executive members and Chief Executive determine organisation wide strategic direction, and prioritisation of the implementation of operational plans and projects.
- The General Manager Coastal Network has day to day management responsibility to ensure that health service provision KPIs and benchmarks are met and services are maintained.

Reporting line

The role reports to the District Director Operations

Direct reports

Approximately 8 FTE direct reports

Total 900 FTE

Budget/Expenditure

Approx \$155m

Essential requirements






- Relevant tertiary qualifications and/or equivalent experience.

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	Adept
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Adept
	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 Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> Create a culture that encourages and supports openness, persistence and genuine debate around critical issues Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change Raise critical issues and make tough decisions Respond to significant, complex and novel challenges with a high level of resilience and persistence

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Relationships 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"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Use own professional knowledge and the expertise of others to drive forward organisational and government objectives Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation Identify, recognise and celebrate success Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes Initiate and communicate high level priorities for the organisation to achieve government 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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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
Results Demonstrate Accountability	Advanced	<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
Business Enablers Finance	Advanced	<ul style="list-style-type: none"> • 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	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none">• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty• Assist others to address emerging challenges and risks and generate support for change initiatives• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them• Implement structured change management processes to identify and develop responses to cultural barriers
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Living in the Region

The South Coast is the ultimate getaway. It is within easy reach of Sydney, Canberra and the NSW snowfields and is blessed with immense natural beauty. There are many beautiful beaches and national parks to explore and a range of coastal walks and water sports to suit all fitness levels. There are two Local Government Authorities (LGAs) in the Coastal Network. The region covers an area of 9,707 square kilometres with a population of 70,485 (2016 Census).

Eurobodalla

A hidden gem on the NSW South Coast, the Eurobodalla region stretches from South Durras in the north to the historic village of Tilba Tilba in the south. It is a lush playground of ocean, river, forest, and farmland. Visit the charming villages of Batemans Bay, Broulee, Narooma, Moruya and Tilba, and pick up some of NSW's best seafood and artisan produce directly from makers and growers. Surf the breaks, walk the cliffs, swim with seals, eat freshly shucked oysters and follow ancient Aboriginal Songlines to feel a deeper connection to the land.

Batemans Bay

A vibrant community of 17,000, Batemans Bay is a sought-after location on the south coast. Its beaches are home to magnificent reefs and diverse marine life, making up part of the Batemans Bay Snorkelling Trail. The Clyde River flows past the town into the large bay. In the northwest is the Clyde River National Park, a popular spot for kayaking and fishing, features salt marshes and coastal forests.

Merimbula and Sapphire Coast

The beautiful Sapphire Coast is a jewel of the NSW Far South Coast. It sparkles with stunning beaches, spectacular wilderness, great fishing, exhilarating bushwalks, delicious oysters, charming towns, and one of Australia's best whale watching destinations, Twofold Bay.

Bega

At the heart of NSW's Sapphire Coast is the quaint town of Bega, encircled by lush pastures and rainforest, and not far from glittering beaches. Dairying began in the verdant Bega Valley in the 1850s and the original Bega Cheese factory opened in 1900. Bega is only a two-hour drive from the NSW snowfields, making weekend skiing very accessible. From contemporary art to the tranquil nature reserve of Brogo Wilderness, Bega and its surrounds offers it all.



Useful Links

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

- <https://www.snswhd.health.nsw.gov.au/>
- <https://www.snswhd.health.nsw.gov.au/our-services>
- <https://www.snswhd.health.nsw.gov.au/about-us>
- <https://www.snswhd.health.nsw.gov.au/about-us/southern-nsw-local-health-district-board>
- <https://www.snswhd.health.nsw.gov.au/about-us/newsroom>
- <https://www.snswhd.health.nsw.gov.au/about-us/publications-and-reports>
- <https://www.snswhd.health.nsw.gov.au/about-us/awards>
- <https://www.snswhd.health.nsw.gov.au/about-us/executive-team>
- <https://www.snswhd.health.nsw.gov.au/our-facilities>

Living in the Region

- <https://www.visitnsw.com/destinations/south-coast>
- <https://www.australiantraveller.com/nsw/south-coast/>
- <https://www.lonelyplanet.com/australia/new-south-wales/south-coast>

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 Southern NSW 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

This is an ongoing, full time, Band 1, Health Service senior executive (HSSE) role. An attractive remuneration package within the range of \$213,716 - \$237,346 per annum with annual performance reviews, will be negotiated with the successful applicant.

Essential Requirements

The successful candidate will have:

- Relevant tertiary qualifications or equivalent experience.

To Apply

To apply, please go to www.derwentsearch.com.au and search the reference number 29793 and submit your application. You are requested to submit your CV and a one page covering letter, including a short statement in response to the two targeted questions below:

1. Please outline for us your track record of achievement in leading a large hospital or health organisation operating in a complex service delivery environment and leading high-performing, multi-disciplinary teams.
2. Describe your experience leading a whole of system improvement program engaging and influencing key internal and external stakeholders, within budget.

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: Wednesday, 3rd August 2022

Timeline

- Interviews with Derwent will take place early August.
- Client interviews will take place mid August.
- Offer and acceptance anticipated end of August.

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 Southern NSW Local Health District