

Candidate Information Pack

NSW Ambulance
Director Medical Services
September 2020

The information contained within this document is privileged and confidential and is intended for use of the intended recipient only. This document remains the property of Derwent and you are hereby notified that any disclosure, reproduction, alteration, distribution or other use of this document is strictly prohibited. The information contained within is not warranted or guaranteed by Derwent and any comment or opinions expressed are supplied on a strictly privilege & confidential basis.



NSW Ambulance

Contents

Executive Summary.....	3
About NSW Ambulance.....	4
NSW Ambulance Purpose, Vision and Values	5
NSW Ambulance Executive Leadership Team	6
NSW Ambulance Organisational Structure	7
Role Description – Director, Medical Services.....	8
Useful Links and Application Process.....	15

Executive Summary

NSW Ambulance is one of the largest and most modern ambulance services in the world and is recognised as a global leader and beacon of thought leadership in its field. It is a division of NSW Health and provides emergency and non-emergency clinical care, retrieval, and specialist patient transport services to a population of over 8 million, delivered by its 6,000 staff through 250 locations across metropolitan and regional NSW. Through its fleet of 1,500 road-based vehicles, helicopter operations, fixed wing aircraft, off-road vehicles, snowmobiles and other bespoke rescue options, NSW Ambulance provides comprehensive rapid response services across a diverse range of scenarios and geographical locations. It is a highly complex, geographically distributed organisation with significant multi-stakeholder involvement across its operations, both centrally and locally.

As part of the strategy to create a more integrated organisational structure and culture across NSW Ambulance, the decision has been made to create the role of Director of Medical Services. In this high profile and strategic role, the individual will:

- Provide expert medical and clinical advice across the organisation and act as a key advisor to the Chief Executive and the Executive Director Clinical Systems;
- Provide expert leadership and guidance around clinical governance and patient safety initiatives, ensuring state wide priorities are met, in accordance with NSW Health and NSW Ambulance policy;
- Work with key stakeholders to strengthen the standards of clinical care, patient safety, professional ethics, education and research across all clinical divisions within NSW Ambulance including paramedical, medical, nursing, psychology, and pharmacy;
- Drive the organisational and cultural change in these critical areas and lead the medical, paramedical, nursing, psychology and pharmacy teams on this transformation journey, whilst continually enhancing patient experience;
- Forge strong relationships across the organisation as well as with a variety of external stakeholders including other state-wide, national and international emergency services, NSW Ministry of Health, local health districts and other associated agencies;
- Foster a responsive, future focused and contemporary culture which supports staff to deliver true excellence in patient care.

The successful candidate will be an accomplished medical leader with a track record of driving successful change across a complex hospital, health service or emergency service agency. They will be a senior specialist medical practitioner and Fellow of a relevant postgraduate Medical College such as ACEM, CICM, ANZCA, RACMA. The individual will demonstrate significant achievement across a broad spectrum of areas including: contemporary prehospital clinical practice; the creation and delivery of innovative clinical education programs; the design and implementation of clinical governance frameworks and the translation of strategic reform into operational outcomes. They will have an affinity for the paramedical profession and emergency services healthcare delivery. Outstanding leadership, communication and engagement skills are critical, as is the ability to influence multiple and diverse stakeholders.

This role represents a unique and exciting opportunity to help transform the future of NSW Ambulance and ultimately deliver world class healthcare to the communities served. Professionally, there is also the flexibility to balance this role with other professional activities such as clinical practice.



About NSW Ambulance

NSW Ambulance operates to an annual expenditure budget of c\$1bn. It is a highly complex, geographically dispersed organisation with significant multi-stakeholder involvement across the organisation, both centrally and locally. Led by Chief Executive Dr Dominic Morgan ASM, the NSW Ambulance is a division of NSW Ministry of Health and their State Headquarters is based in Rozelle, Sydney.

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.

In 2018 / 2019, NSW Ambulance undertook 1,130,897 total responses, both emergency and non-emergency. There were on average 3,048 responses per day.

90 per cent of the 6,000 staff are operational and involved in the frontline delivery of services. This includes paramedics and specialised areas such as intensive care and extended care paramedics, special operations, counter disaster, aeromedical and medical retrieval. The remaining 10 per cent of the workforce are corporate and support staff who assist in the delivery of services, including mechanical workshops, finance and payroll, human resources and administration.



Snapshot 2019

OVERVIEW



1 Million+

Triple Zero (000) calls received

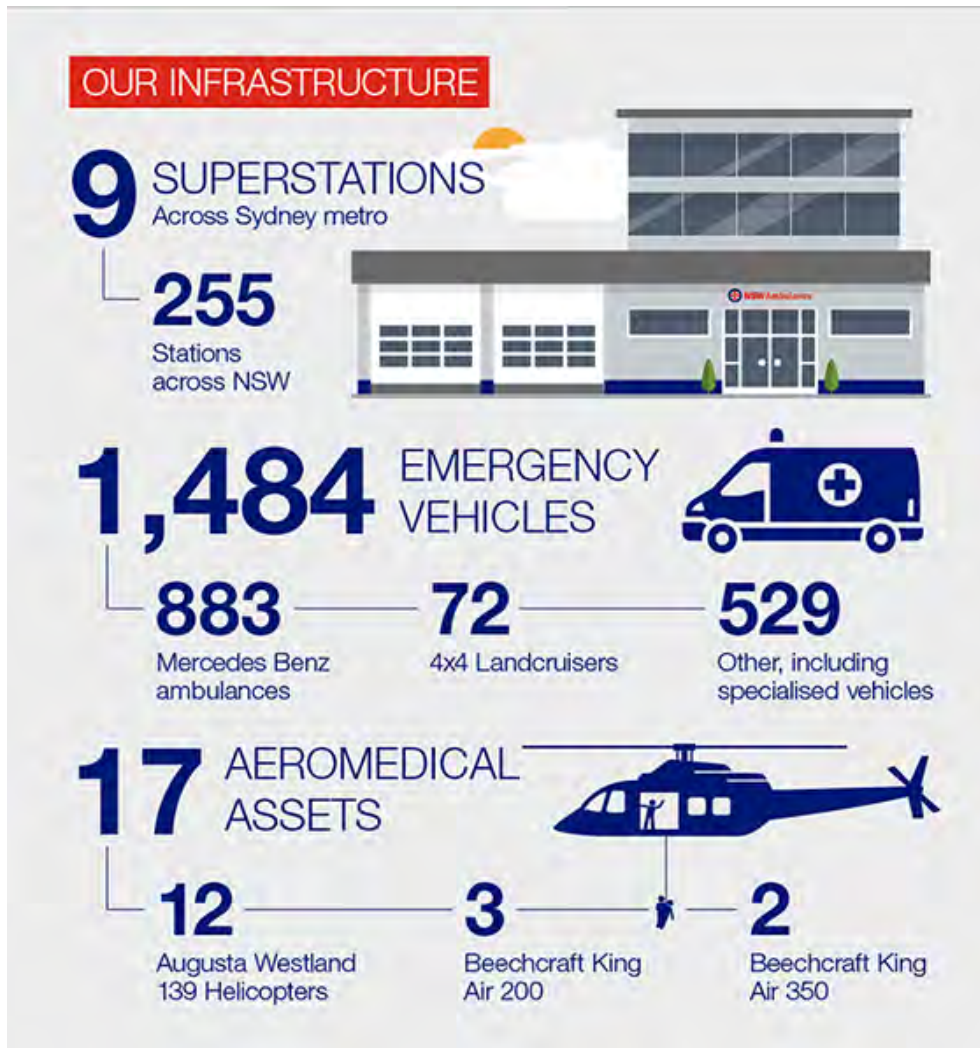
1.2 Million

Paramedic responses



**1 Ambulance
2 Paramedics**

For **one in every six people** across NSW every year



NSW Ambulance Purpose, Vision and Values

Their Purpose

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

NSW Ambulance Vision & Values

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

Vision: Excellence in care

NSW Ambulance Core Values

Collaboration: Promote and encourage teamwork.

Openness: Act responsibly and be accountable.

Respect: Show care and respect.

Empowerment: Behave in a professional manner.

NSW Ambulance Executive Leadership Team



Dr Dominic Morgan, ASM –
Commissioner and Chief Executive



David Dutton – Deputy Commissioner
and Executive Director



Clare Beech – Assistant Commissioner
and Executive Director

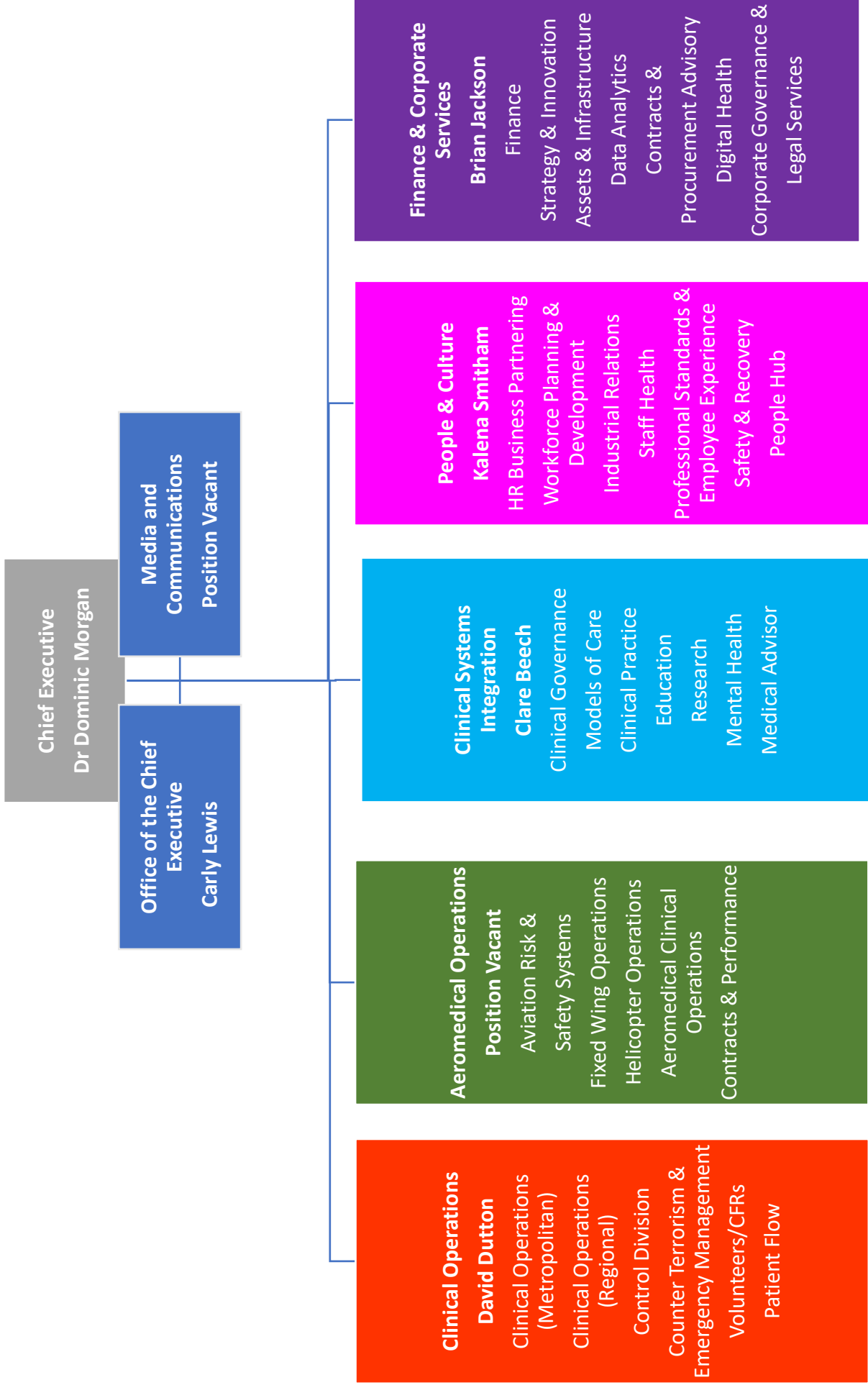


Kalena Smitham – Executive Director,
People & Culture



Brian Jackson – Executive Director,
Finance & Corporate Services

Vacant Position - Executive Director,
Aeromedical Operations



Role Description

Director Medical Services



NSW Ambulance

Cluster	Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Systems Integration
Role number	230928
Classification/Grade/Band	Senior Staff Specialist
Date of Approval	4 September 2020
Agency Website	www.ambulance.nsw.gov.au

Primary purpose of the role

The Director Medical Services leads the design and implementation of NSW Ambulance's clinical governance framework to enable effective delivery of safe, high quality and value based health care. The position sets, maintains and monitors all clinical standards for NSW Ambulance including medical, paramedical, nursing, psychology and pharmacy. This is achieved through establishing appropriate, integrated clinical policy objectives and establishing frameworks for clinical practice. Implementing appropriate clinical professional development programs across the multi-disciplinary health workforce and embedding a culture of professional practice, ethics and sense of professional identity across its practitioners will be a key requirement. The position holder must ensure all relevant clinical statutory and other legal requirements and obligations are met for NSW Ambulance within the allocated resources.

Key accountabilities

- Provide expert leadership and direction to ensure that effective mechanisms exist for expert medical, paramedical, nursing, psychology and pharmacy input to inform and influence operational ambulance services
- Ensure effective identification, investigation, management, monitoring and reporting of clinical safety risks and adverse patient events.
- Provide expertise, leadership and guidance to clinical governance and patient safety systems and initiatives to ensure statewide priorities are met and that clinical governance activities comply with NSW Health and NSW Ambulance policy, legislative requirements and generally accepted professional standards, initiating action if activities fall outside of these parameters.
- Provide direction and leadership over the national registration scheme for all NSW Ambulance clinical staff, ensuring the appropriate governance arrangements are put in place to ensure NSW Ambulance complies with relevant clinical standards required by the relevant practitioner's registration Board.
- Contribute to establishing extensive stakeholder partnerships by working with Local Health Districts, Primary Health Care Networks, the Ministry of Health, the Clinical Excellence Commission, the Agency for Clinical Innovation, the Health Education and Training Institute and other key clinical health organisations.

- Work collaboratively with and support clinical staff to ensure rigorous review and audit of patient outcomes with effective uptake of safety initiatives and ensure that key quality and safety performance measures are improved and reported appropriately.
- Manage the development and implementation of clinical protocols, standards and procedures and the provision of appropriate advice and medical expertise. Ensure that all staff are appropriately trained, credentialed and clinically supported for their role and deliver a safe, effective, evidence based framework for service delivery.
- Identify and develop enhancements to clinical service delivery including new interventions, expansion or adjustment of clinical roles, and provision and oversight of relevant clinical and operational education

Key challenges

The primary challenge is ensuring NSW Ambulance is at the forefront of health care service delivery in an out of hospital mobile environment, providing services both within Australia and internationally. This provides technical challenges and the requirement to manage potentially emotive and politically contentious issues. The role must ensure that Government, key stakeholders, and Senior Executives have a unified and clear understanding of NSW Ambulance policy and the direction of clinical services. The challenge is to lift the clinical profile of the organisation in order to provide an environment in which the Service can perform to world best practice standards and receive greater support from Government and the health wider health sector

Key relationships

Who	Why
Internal	
Chief Executive & NSW Ambulance Executive	<ul style="list-style-type: none"> • Provide information, reports and recommendations regarding the clinical safety, quality, standards, policy, practice and governance systems of NSW Ambulance • Report on progress towards business objectives and discuss future directions • Advice to other executive staff to ensure a consistency of approach to clinical quality and patient safety and work with them as a team to ensure the best service possible is delivered to patients
Chairs and members of the organisation's clinical and quality committees	<ul style="list-style-type: none"> • Ensure a consistency of approach to clinical quality and patient safety and work with them as a team to ensure the best service possible is delivered to patients
External	
NSW Health stakeholders & NSW Health Directors of Clinical Governance Forum	<ul style="list-style-type: none"> • Works co-operatively with other NSW Health entities to ensure mutual support for assessment and support activities, including Quality System Assessments • Participate as an active member of the Forum, to ensure ideas, research and initiatives are shared and services are based on best practice and available evidence
Professional and Sector Associations, Commonwealth and State Agencies,	<ul style="list-style-type: none"> • Exchange market intelligence, performance benchmarking information, innovations, and other matters of mutual interest to

Who	Why
Non-Government Organisations, Health Care Complaints Commission, Ombudsman and other Government accountability agencies	evaluate and enhance the effectiveness and quality of programs and services <ul style="list-style-type: none"> As required to meet statutory accountability requirements and ensure sound clinical governance of NSW Ambulance.

Role dimensions

Reporting line

Executive Director Clinical Systems Integration

Direct reports

0

Budget/Expenditure

0

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.

A current NSW drivers licence is a requirement of the position.

Key knowledge and experience

- Medical practitioner, holding registration status with the Australian Health Practitioner Regulation Agency and membership of a Postgraduate Medical College.
- Demonstrated ability to identify, develop and drive strategies for the flexible delivery and design of clinical and education programs and the use of new and emerging technologies to support reforms in a complex business environment.
- Comprehensive understanding of contemporary prehospital clinical practice locally, nationally and ideally internationally.
- Demonstrated capacity to lead multi-disciplinary teams and work effectively at the senior executive level across health, educational and emergency service sectors.
- High level of interpersonal, written and verbal communication, presentation, consultation and negotiation skills and the ability to influence key stakeholders to achieve high levels of clinical quality and patient safety.
- Ability to translate strategic direction into practical and achievable operational service outcomes within a strict financial framework.
- Sound understanding of educational principles, patient safety, clinical services redesign, continuous improvement, project management and governance principles.

- Demonstrated people management skills, including providing staff support, staff development, performance management 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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • 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 	Advanced
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> • Promote and model the value of self-improvement and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness 	Highly Advanced

**Work Collaboratively**

Collaborate with others and value their contribution

- Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector
- Publicly celebrate the successful outcomes of collaboration
- Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions
- Identify and overcome barriers to collaboration with internal and external stakeholders

Highly Advanced

Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy
- Use sound arguments, strong evidence and expert opinion to influence outcomes
- Determine and communicate the organisation's position and bargaining strategy
- Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional
- Achieve effective solutions when dealing with ambiguous or conflicting positions
- Anticipate and avoid conflict across organisations and with senior internal and external stakeholders
- Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution

Highly Advanced

**Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- 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 connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

Highly Advanced

Demonstrate Accountability

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness





Highly Advanced

- Promote a culture of accountability with clear links to government goals
- Set standards and exercise due diligence to ensure work health and safety risks are addressed
- Inspire a culture that respects the obligation to manage public monies and other resources responsibly and with the highest standards of probity
- Ensure that legislative and regulatory frameworks are applied consistently and effectively across the organisation
- Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved

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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Highly Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Highly Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Highly Advanced
 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	Advanced

Useful Links and Application Process

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

- <https://www.ambulance.nsw.gov.au/>
- <https://www.ambulance.nsw.gov.au/news>
- <https://www.ambulance.nsw.gov.au/our-services>
- <https://www.ambulance.nsw.gov.au/in-the-community>
- <http://www.ambulance.nsw.gov.au/Our-performance.html>
- <https://www.ambulance.nsw.gov.au/about-us/honours-and-awards>
- <https://www.ambulance.nsw.gov.au/about-us/corporate-publications>

Applying for this Role

For a confidential discussion or to apply, please contact Rob Macmillan, Partner – Health at Derwent Search or Zoya Salah by email at nswambulance@derwentsearch.com.au or 02 9091 3226, quoting reference 27536.

