

# Candidate Information Pack

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Mid North Coast Local Health District

District Director Medical Services & Clinical Governance

August 2023

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# Health

## Mid North Coast Local Health District

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## Executive Summary

The Mid North Coast Local Health District (MNCLHD) extends from Port Macquarie in the south to Coffs Harbour in the north, along the picturesque and popular coastal strip of NSW, and serves a population of 215,000. It operates across seven hospital sites and ten Community Health Centres, has a workforce of 4,300 and a budget of c\$800m. It has a strong and established executive team, which has led significant recent and ongoing investment across the MNCLHD. It is financially robust, with excellent performance outcomes across its main clinical services, and enjoys strong relationships with its numerous stakeholders and partners. Following a recent structural review, the new role of District Director, Medical Services and Clinical Governance (DDMSCG) has been created. Reporting to the Chief Executive, the DDMSCG will:

- Work closely with, and advise, the Executive and the Board on all professional medical workforce issues;
- Provide professional leadership of the MNCLHD medical workforce and all aspects of clinical governance;
- Lead the creation and implementation of world class clinical governance and patient safety strategies in partnership with the clinical, medical and operations teams;
- Forge collegial relationships across a variety of stakeholders including academic and research partners, community groups, NSW Health and the MNCLHD Executive and Board;
- Model a patient centred approach to care with a focus on the total patient experience, ensuring service delivery across the District is based on global best practice and reflects the highest standards;
- Lead medical and clinical workforce management and continue to build the culture of collaboration and excellence, during an exciting period of growth, investment, redevelopment and change;
- Provide professional oversight and support to the hospital based DMS and Deputy DMS teams;
- Foster a responsive, future focused and contemporary culture which supports all staff to deliver true excellence.

We are seeking an experienced medical leader who has ideally held an EDMS / DMS or related type of role within a comparable health service and who has a track record of leading and driving successful transformation. The person may hold a RACMA Fellowship or be on the RACMA pathway; we also value Fellowship from another College. Critical to the person's success will be their proven track record of leading medical workforce and clinical governance teams and initiatives within a complex hospital or health service. The person will demonstrate strong communication and engagement skills and a track record of successfully forging powerful relationships with medical staff, the executive team and the broader clinical community.

This represents an exciting opportunity to support world class healthcare across this thriving and growing community. As a key member of the broader NSW state-wide network of DMS / EDMS leaders, there are rich opportunities for learning and development, as well as access to statewide training and secondments. There is also the opportunity for flexible work arrangements and to complement the role with other professional activities such as an academic / research appointment. It also offers the prospect of living in the beautiful and picturesque Mid North Coast of NSW and becoming part of the friendly and community centred culture which the area is renowned for.



## About Mid North Coast Local Health District

The Mid North Coast Local Health District (MNCLHD) extends from Port Macquarie in the south to Coffs Harbour in the north, along the picturesque and popular coastal strip of NSW. It has a workforce of 4,300 across seven hospital sites - Bellingen, Coffs Harbour, Dorrigo, Kempsey, Macksville, Port Macquarie and Wauchope, and ten Community Health Centres. It operates to a budget of c\$800m, and is led by Mr Stewart Dowrick, Chief Executive. District offices are in Port Macquarie and Coffs Harbour.

It has a strong and established executive team, which has led significant recent investment across the MNCLHD. It delivers excellent performance outcomes across its main clinical services and enjoys strong relationships with its numerous stakeholders and partners including the local Primary Health Network, academic and research partners, neighbouring health districts and the wider community.

The region has one of the fastest growing and ageing populations in NSW, with MNCLHD providing a diverse range of services to a population of about 215,000 people.

NSW Local Health Districts



Mid North Coast Local Health District / Hospitals



### The MNCLHD hospitals are split across 2 clinical networks:

Coffs Clinical Network, led by Ms Lydia Dennett: comprising:

- Coffs Harbour Health Campus Hospital – 376 beds. \$194m redevelopment.
- Macksville Hospital – 44 beds. \$73m development.
- Bellinger River District Hospital – 47 beds.
- Dorrigo Health Campus – 9 beds.

Hastings Macleay Clinical Network, led by Ms Catharine Death: comprising:

- Port Macquarie Base Hospital – 269 beds. Recent \$106m development and currently undergoing \$17m development.
- Kempsey District Hospital – 87 beds. Recent \$80m redevelopment.
- Wauchope District Memorial Hospital – 26 beds.

### CORE 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.

## Mid North Coast LHD Executive Team



**Stewart Dowrick**  
Chief Executive



**Dr Andrew Bailey**  
Director Research and  
Knowledge Translation



**Paul Connor**  
District Director Finance and  
Performance



**Catharine Death**  
Coordinator Hastings  
Macleay Clinical Network  
and GM PMBH



**Lydia Dennett**  
Coordinator Coffs Clinical  
Network and GM CHHC



**Paul Douglas**  
Regional Director Population  
and Public Health



**Vanessa Edwards**  
Director Communications  
and Strategic Relations



**Carolyn Heise**  
District Director Nursing and  
Midwifery Services



**Penny Jones**  
Director Integrated Mental  
Health, Alcohol and Other  
Drugs / HSFAC



**Robyn Martin**  
Director Aboriginal Health and  
Primary Partnerships



**Melanie Mearns**  
Acting Director Internal  
Audit and Risk



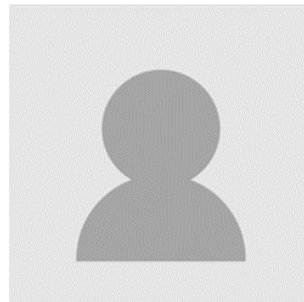
**Taresa Rosten**  
Director People and Culture



**Jill Wong**  
District Director Integrated  
Care, Allied Health and  
Community Services  
(ICAHCS)



**Ian Treweek**  
District Director, Digital Health



**Newly Created Role**  
District Director Medical  
Services & Clinical  
Governance

# Role Description

## District Director, Medical Services & Clinical Governance



Health  
Mid North Coast  
Local Health District

Organisation	NSW Health
Local Health District / Agency	Mid North Coast Local Health District
Position Classification	Staff Specialist
State Award	Staff Specialists (State) Award
Category	Specialist Medical & Dental Practitioner   Medical Director
Kind of Employment	Fulltime
Role Number	
Anzsco Code	
Date of Approval	
Website	<a href="https://mncld.health.nsw.gov.au/">https://mncld.health.nsw.gov.au/</a>

### Agency Overview

For more information go to <https://mncld.health.nsw.gov.au> and [www.health.nsw.gov.au](http://www.health.nsw.gov.au)

### Primary Purpose

The District Director Medical Services & Clinical Governance (DDMSCG) is a key member of the District's Executive Team and provides professional leadership of the District's medical workforce and clinical service standards. The role supports service leaders to implement effective and efficient operational management of clinical services across the District to ensure that the District delivers high quality care through the provision of clinical excellence and best practice in patient safety. The DDMSCG oversees the LHD's team of Directors of Medical Services and leads clinical governance across the District.

### Key Accountabilities

#### Medical Leadership

- Ensure that statewide medical strategies, standards and practices are implemented effectively across the District.
- Ensure the medico-legal function operates effectively and that any medico-legal claim made against the District is appropriately managed.
- Ensure the research function operates effectively with relevant outcomes being incorporated effectively into the LHD's clinical practices.
- Foster a values-based culture of patient-centred, best practice, innovation and continuous improvement within clinical services.
- Advocate for the development and effective implementation of Aboriginal health improvement strategies within the medical staff cohort, and monitor effectiveness of those strategies.

#### Medical Workforce

- Provide high level expert advice to the Chief Executive and District Executive on all professional medical workforce matters, including workforce professional development and professional competency, workforce planning and strategy, and industrial matters.
- Provide expert assistance to support the effective and efficient operational management of medical staff and clinical services.
- Provide medical leadership, professional assistance and support to Hospital General Managers, Directors of Medical Services, Clinical Directors and other medical leaders in fulfilling their respective portfolio

# Role Description

## District Director, Medical Services & Clinical Governance



responsibilities, including support for clinical governance activities, workforce planning, clinical staff performance management, complaints and industrial matters.

- Ensure effective engagement of clinical staff to encourage collaborative relationships, open discussion, respectful conduct and decision-making empowerment in support of improved patient safety and financial outcomes.
- Ensure effective strategic and operational management of the Medical Administration and Support team, including accountability for the systems and processes for managing medical officer appointments, professional practice, education and training, safety and wellbeing, planning, deployment and rostering.
- Ensure effective relationships with Divisions, Colleges, Specialist Associations, Health Education and Training Institute and the Ministry of Health to facilitate positive outcomes on all senior and junior medical staff strategic issues including medical staff welfare.
- Ensure that programs are in place that develop the teaching and clinical supervision skills of individuals within the facilities to support continuity in the organisation's ability to effectively train and teach medical staff.
- Ensure effective relationships with Universities and liaise on issues relating to Clinical Academic staff including the appointment of new Clinical Academic staff who will have clinical roles in the LHD.
- Ensure effective systems are maintained to manage the performance of medical staff, including visiting medical staff contracts and Staff Specialist and Clinical Academic Performance agreements.
- Provide effective leadership on significant grievance and performance issues of medical staff.

### Clinical Governance and Patient Safety

In partnership with the wider clinical and medical teams:

- Provide strategic leadership of all clinical governance matters, including leading patient safety and clinical excellence through the implementation of clinical quality and safety programs across the LHD.
- Ensure effective administration of the NSW Health Incident Information and Management System (IIMS) within the Local Health District and lead the investigation of specific clinical complaints as required.
- Provide high level expert advice to the Chief Executive and District Executive on all clinical governance matters, including quality, accreditation, medico-legal function, incident management and patient safety.
- Lead the development and implementation of the District's Clinical Governance Strategic Plan, including monitoring and reporting against the plan.
- Lead the effective implementation of the national health standards through the Australian Council on Healthcare Standards (ACHS).

# Role Description

## District Director, Medical Services & Clinical Governance

### Key Challenges

- As a member of the LHD Executive leading and managing the change agenda across a large clinical leadership, clinical management and clinical service delivery workforce.
- Engaging and enhancing clinician leadership, involvement in LHD decision-making and development of medical workforce culture.
- Driving ongoing improvements in clinical quality and safety performance.

Key Relationships	
Who	Why
Chief Executive	To provide the Chief Executive with information, reports and recommendations regarding the LHDs objectives for which the position has lead accountability.
District Director Nursing and Midwifery Services	Partnering in the strategic leadership of clinical governance across the District.
Director Research and Director Public Health	Build cross portfolio collaboration and elevate research connections and capability.
General Managers & Clinical Directors	Actively engage with, and respond to, General Managers and Service Directors to ensure the alignment of services, programs, and business systems & processes with the LHDs objectives for which the position has lead accountability.
Other Key Stakeholders	Actively engage with, and respond to, universities, recognised experts, community groups, committees and other key stakeholders to ensure alignment of services, programs and systems & processes with the LHDs objectives for which position has lead accountability.
Employee / Employer Organisations	As required, liaise with the relevant industrial groups to ensure industrial harmony in the workplace.
Ministry of Health & Pillars	Actively engage with, and respond to, relevant Officers in the MoH and Pillars to ensure the alignment of services, programs, and business systems & processes with the LHDs objectives for which the position has lead accountability.



# Role Description

## District Director, Medical Services & Clinical Governance

### Selection Criteria

1. Registered as a Medical Practitioner (MBBS) with the Australian Health Practitioner Regulation Agency (AHPRA). Relevant tertiary qualifications, post graduate qualifications, post graduate qualifications or equivalent experience in management. Fellowship of (or working towards) the Royal Australasian College of Medical Administration is desirable.
2. Demonstrated experience at an executive/senior level in leading a culture of professional medical administration and governance, inclusive of issues relating to medical workforce, medical professional practice, clinical governance, clinical ethics, clinical teaching, and clinical leadership.
3. Demonstrated high level of competence in interpersonal skills, consultation and effective communication with staff of the Health Service, including VMO/VMP's, professional organisations, medical associates, medical colleges and University medical schools, gained in a public health setting.
4. Demonstrated ability and experience in clinical strategies planning and clinical leadership for the provision of programs and services consistent with the responsibilities of the position.
5. Demonstrated ability to lead and manage staff in line with quality human resource management practices including employment equity, anti-discrimination, work health and safety and ethical behaviour with a demonstrated commitment to their implementation.
6. Current unencumbered Drivers' License.

### Other Requirements

#### Decision making

- The position has day-to-day autonomy in directing and managing policy and operational decisions for the above functions in the LHD.
- Decisions related to resource deployment outside of the operational budget allocation are referred to the Chief Executive of the MNCLHD.

#### Reporting line

- The role reports to the Chief Executive, Mid North Coast Local Health District

#### Direct reports

- Professional oversight of Network Directors of Medical Services

#### Budget/Expenditure

- MNCLHD Delegations Manual

#### Highly Desirable Qualifications

- Fellowship of the Royal Australian College of Medical Administrators (FRACMA)

# Role Description

## District Director, Medical Services & Clinical Governance

### COVID-19 Vaccination Compliancy

All NSW Health workers are required to have completed a primary course of a COVID-19 vaccine which has been approved or recognised by the Therapeutics Goods Administration (TGA). Additionally, Category A workers are required to receive a booster dose three months after completing the primary course of COVID-19 vaccinations. New applicants must have completed the vaccination course prior to commencement with NSW Health, or provide an approved medical contraindication certificate (IM011 immunisation medical exemption form) certifying the worker cannot have any approved COVID-19 vaccines available in NSW.

Acceptable proof of vaccination is the Australian Immunisation Register (AIR) Immunisation History Statement or AIR COVID-19 Digital Certificate. Booster doses are highly recommended for all health care workers who have completed the primary course of COVID-19 vaccinations.

For Category A applicants, if dose 3 is not yet due they can sign the undertaking form to confirm they will receive the vaccine within 6 weeks of the dose due date.

### Respirator Use

NSW Health workers may be required to use a respirator, as part of their appointment with NSW Health. Where a respirator is required for use, workers will be instructed in their safe use; including donning, doffing and fit checking. Staff may be required to complete fit testing to selected respirator/s to assess their facial fit/seal.

At all times when a health worker is required to use a respirator, the health worker must not have any facial hair present. Processes are in place to support workers that need to keep facial hair due to religious observance requirements and/ or health conditions.

# Role Description


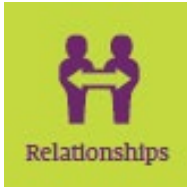



## District Director, Medical Services & Clinical Governance

### Capabilities for the Role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

### 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
	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity	Adept
	<b>Communicate Effectively</b>	<b>Advanced</b>
	<b>Commit to Customer Service</b>	<b>Highly Advanced</b>
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Advanced</b>
	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	Demonstrate Accountability	Advanced
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
	<b>Manage and Develop People</b>	<b>Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Highly Advanced</b>
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

# Role Description

## District Director, Medical Services & Clinical Governance

### 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> Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Maintain a high level of personal motivation</li> <li>Take the initiative and act in a decisive way</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>Present with credibility, engage varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>Work towards mutually beneficial 'win-win' outcomes</li> <li>Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>Identify key stakeholders and gain their support in advance</li> <li>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> <li>Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement</li> </ul>

# Role Description

## District Director, Medical Services & Clinical Governance

### 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 standing, organisation wide impact</li> <li>Ensure effective governance systems are in place to guarantee quality analysis, research and reform</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> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Highly Advanced	<ul style="list-style-type: none"> <li>Champion the organisational vision and strategy, and communicate the way forward</li> <li>Create a culture of confidence and trust in the future direction</li> <li>Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation</li> <li>Communicate the parameters and expectations surrounding organisational strategies</li> <li>Celebrate organisational success and high performance, and engage in activities to maintain morale</li> </ul>

## Living on the Mid North Coast

Wonderful beaches, world heritage listed national parks, hinterland villages, great food and fine wine, excellent private and public schools, warm and friendly staff are all waiting for you on the Mid North Coast.

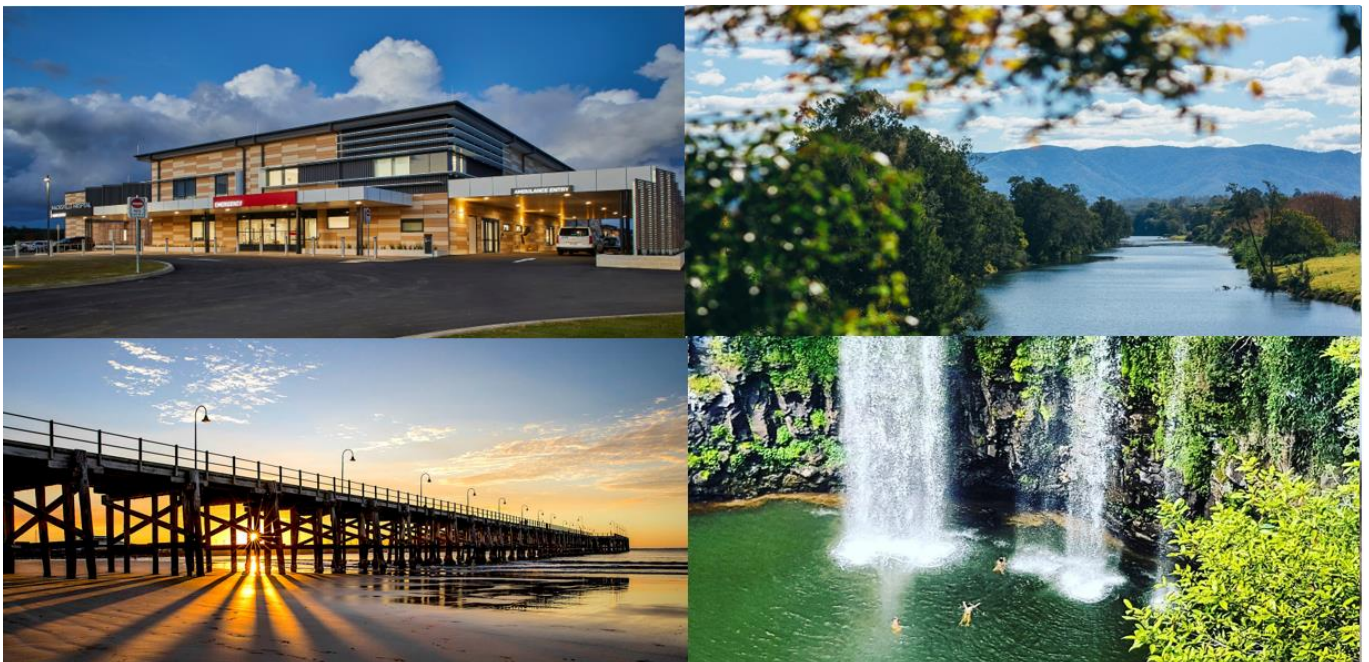
The region boasts some of the best, sun drenched stretches of beach anywhere in Australia. It has magnificent ancient rainforests and mountain ranges. The region is littered with large river systems which bring the crystal-clear waters of the mountains all the way to the sea.

Recreational options are plentiful. For those interested in water sports, there is plenty of boating, sailing and surfing. Scuba diving is also popular with some excellent wreck and reef dives available close to shore. Fishermen are also well catered for with innumerable options for lake, beach and estuary fishing while deep sea fishermen can fish the many reefs that lie hidden close to shore or go to the edge of the continental shelf for game fishing.

The mountains offer a wide range of bushwalking, camping and mountain biking opportunities. The sheer vastness of the region also means that you will never run out things to explore by car and if you have a four-wheel drive, you can discover the more remote and untouched places that the area is renowned for.

Finding a place to live on the Mid North Coast will also not be a problem. Units by the beach, houses in towns or rural properties where you can enjoy the peace and quiet are all available.

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:

### Mid North Coast Local Health District

- <https://mnclhd.health.nsw.gov.au/>
- <https://mnclhd.health.nsw.gov.au/about-us/budget-allocations/>
- <https://mnclhd.health.nsw.gov.au/about-us/senior-executive-team/>
- <https://mnclhd.health.nsw.gov.au/about-us/governing-board/>
- <https://mnclhd.health.nsw.gov.au/about-us/organisational-charts/>

### Living in the Mid North Coast Region

- <https://www.youtube.com/watch?v=9BqeEAlvKus>
- <https://portmacquarieinfo.com.au/>
- <https://www.tripadvisor.com.au/>
- <http://www.traveller.com.au/coffs-harbour>
- <https://www.coffscoast.com.au/>

## The Application and Selection Process



### Rob Macmillan – Partner Health, Derwent

Rob is a Partner in our health practice and works with not for profit, public 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.

He balances a busy work life with his young family and his passion for competitive yacht racing, having competed in five recent Sydney to Hobart yacht races.

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.

### *Location*

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 split across Port Macquarie and Coffs Harbour.

### *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.

### *To Apply*

To apply, please go to <https://www.derwentsearch.com.au/job-results#OurOpportunities> and select "District Director Medical Services & Clinical Governance" and submit your application.

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Ellie Morris at [healthservices@derwentsearch.com.au](mailto:healthservices@derwentsearch.com.au) or call 0421 593 535.

**Thank you for your interest in Mid North Coast Local Health District.**