

**hardygroup**

CANDIDATE INFORMATION PACK



**Health**

## DIRECTOR, CONTROL CENTRES NSW AMBULANCE



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## EXECUTIVE SUMMARY

- **Visionary and Inspirational Leader**
- **Lead and deliver world best practice Control Centre services**
- **Committed to Reform and Change**

NSW Ambulance as part of NSW Health operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services, rescue, major event planning and response; and community education. It is one of the largest Ambulance services in the world servicing a population in excess of 8 million, employing approximately 6,500 people and about 300 volunteers at more than 250 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.40 billion.

NSW Ambulance responds to 1.2 million calls for help each year, across more than 80 000 square kilometres. There are five control centres across NSW which receive emergency and non-emergency telephone requests for ambulance services from the public, medical officers and health care facilities.

A **Director, Control Centres** is now sought to lead and manage the control centres of NSW Ambulance and is responsible for ongoing strategic and tactical leadership and the effective maintenance and operation of the division to support state wide service delivery, world best practice and the overall operations of NSW Ambulance. The Director will lead and direct the development, planning and implementation of timely, efficient and effective call taking, triage, dispatch, alternate referral pathways and advisory functions in response to emergency and non-emergency requests for ambulance services.

If you feel you have:

- Extensive relevant experience as part of senior / executive Management team in a substantial and complex service delivery organisation;
- A passion for developing, leading and delivering excellence in the delivery of services to the community;
- An ability to thrive in an organisation where you can act with a high degree of autonomy but always with the overall strategic objectives of the organisation in mind; and
- A key focus on human factors

then this may be the role for you.

## NSW AMBULANCE

*NSW Ambulance provides essential health services to the people of NSW relieving suffering through out of out-of-hospital care*

NSW Ambulance as part of the NSW Health operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services, rescue, major event planning and response; and community education. It is one of the largest Ambulance services in the world servicing a population in excess of 8 million, employing approximately 6,500 people and about 300 volunteers at more than 250 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.40 billion.

The vision of NSW Ambulance is "excellence in care". NSW Ambulance recognises that quality of service, equity, meeting community needs, investing in our people and organisational performance will be the basis for the development of NSW Ambulance's future. These concepts are represented in the principles of "Patient Centred and Staff Focused" and are underpinned by NSW Health's core values of Collaboration, Openness, Respect and Empowerment.

### 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.

Our Vision: Excellence in care

### Our Core Values

Collaboration: Promote and encourage teamwork.

Openness: Act responsibly and be accountable.

Respect: Show care and respect.

Empowerment: Behave in a professional manner.



# Snapshot 2020-2021



### Our patients

**58,140**

Calls transferred to secondary triage, with 20,071 Triple Zero (000) calls (35%) referred to an alternate care pathway.

**1,060,402**

Triple Zero (000) calls received with 997,788 answered within 10 seconds

**1,265,142**

Ambulance responses representing an average of one (1) response every 24.9 seconds

**8.18 minutes**

Median response time to our most critical patients

**759,911**

Patients transported

### Aeromedical

**4,529**

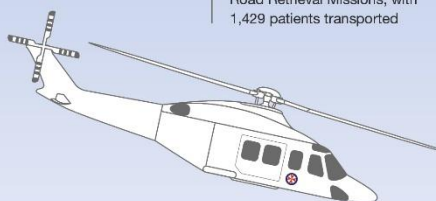
Helicopter Missions, with 3,323 patients transported

**3,781**

Fixed Wing Missions, with 5,987 patients transported

**1,772**

Road Retrieval Missions, with 1,429 patients transported



### Stations

**220**

Operational ambulance stations

**18**

Paramedic Response Points

### Our fleet

**1,605**

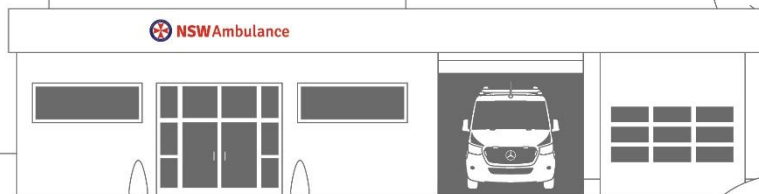
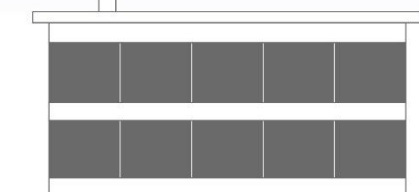
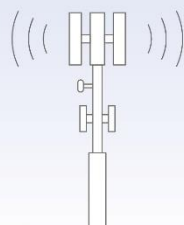
Operational vehicles

**12**

Helicopters

**7**

Fixed wing aircraft



### Our people

**6,128**

People work at NSW Ambulance

**4,952**

Paramedics

**486**

Control Centre staff

**535**

Corporate and Support staff

**106**

Doctors

**49**

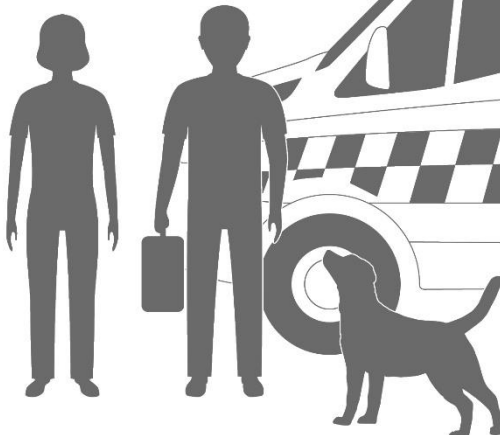
Nurses

**365**

Clinical Volunteers

**3**

Therapy dogs



## DIRECTOR, CONTROL CENTRES

### POSITION PURPOSE

The Director, Control Centres (Director) leads and manages the control centres and is responsible for ongoing strategic and tactical leadership and the effective maintenance and operation of the division to support state wide service delivery, world best practice and the overall operations of NSW Ambulance.

The Director acts with a high level of autonomy within the overall decision making and accountability limits for the Control Centres portfolio.

NSW Ambulance has state wide significance and is a complex organisation providing services that are often high profile and/or politically sensitive with a high level of community expectation in service delivery. The position holder is expected to be able to exercise sound judgement and capacity for independent decision making on complex and sensitive matters.

### KEY DUTIES AND RESPONSIBILITIES

The Director is responsible for the following key duties:

- Lead and direct the development, planning and implementation of timely, efficient and effective call taking, triage, dispatch, alternate referral pathways and advisory functions in response to emergency and non-emergency requests for ambulance services, delivering on service delivery goals, standards and performance measures and ensuring expectations are clear and aligned with organisational objectives to optimise outcomes for patients
- Contribute to strategic and business planning processes within the organisation to ensure that plans are informed by high quality service strategy advice and a focus on patient needs
- Role Description Director, Control Centres
- Ensure that the control centres have the capacity, structure and work practices to enable them to respond to emergency and non-emergency requests for NSW Ambulance services in accordance with performance standards, timeframes and budget
- Develop and implement strategies to enable the continuous review of operations to improve the quality of services to patients and facilitate consultation, performance feedback and collaboration with key stakeholders to enhance service quality, accessibility and responsiveness
- Provide effective and innovative leadership and management to the control centres to ensure the delivery of quality and consistent services in accordance with operational and clinical requirements and strategic directions
- Provide strategic leadership for the ongoing development, planning and implementation of change management initiatives necessary to ensure that the control centres support a world best practice

patient journey by providing timely, efficient and effective responses to requests for ambulance services

- Direct the development, implementation, maintenance, monitoring, reporting and review of corporate governance, probity and risk management functions and frameworks within the control centres
- Ensure a positive workplace culture where bullying, harassment and inappropriate workplace behaviours are not tolerated

## TARGETED QUESTIONS

Applicants must prepare a written response to the below two targeted questions:

1. What in your opinion are the 2 biggest challenges facing Ambulance Services in Australia at the present time? How can the Director, Control Centres contribute to alleviating these challenges?
2. The role is required to *“develop and implement strategies to enable the continuous review of operations to improve the quality of services to patients...”*. Discuss your approach to meeting this key accountability.

## QUALIFICATIONS & EXPERIENCE

The incumbent must hold appropriate tertiary qualifications and/or extensive experience as part of a senior/executive management team in a substantial and complex service delivery organisation.

## CHALLENGES

Major challenges currently associated with the role include:

- Determining optimal models of service delivery and implementing service reforms and improvements in the context of diverse internal and external stakeholder expectations
- Managing critical incidents and collaborating with diverse stakeholder groups to resolve the issues swiftly with minimum impact to normal operations

## REPORTING & KEY RELATIONSHIPS

The Director reports directly to the Executive Director, Clinical Operations. There are 8 direct reports to the Director.

# CANDIDATE INFORMATION PACK

Director, Control Centres



Health

## KEY DATA

Staffing

420 FTE

Annual Budget

\$80M

Service Location

State Headquarters, Rozelle NSW

Useful Links

Position Description

Organisation Chart

[NSW Ambulance](#)

[Strategic Plan](#)





## HOW TO APPLY

The closing date for applications is **7<sup>th</sup>** September 2022

The reference number to include in your application is H22\_4154

**For a confidential discussion, please contact Principal Consultant, Liz Hlipala**

**M:** +61 (0)401 122 301

**E:** lhlipala@hardygroupintl.com

**Please submit application documentation to Senior Executive Search Coordinator, Anna Brownjohn:**

**T:** +61 (0)409 977 847

**E:** abrownjohn@hardygroupintl.com

*It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.*

**Your application must include:**

1. Completed HG Application Form
2. Cover letter addressed to the Principal Consultant;
3. A written response addressing the two targeted questions, found on **page 7**; and
4. An up to date copy of your Curriculum Vitae

## REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

## PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this Positions Health Services. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

# Role Description

## Director, Control Centres

Cluster	NSW Health
Agency	NSW Ambulance
Division/Branch/Unit	Clinical Operations Directorate
Location	State Headquarters Rozelle
Classification/Grade/Band	Band 1
Kind of Employment	Work Contribution Stream: Service / operational delivery
Role Number	52011
ANZSCO Code	132411
PCAT Code	2331192
Date of Approval	July 2022
Agency Website	<a href="http://www.ambulance.nsw.gov.au">www.ambulance.nsw.gov.au</a>

### Agency overview

NSW Ambulance as part of the NSW Health operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services, rescue, major event planning and response; and community education. It is one of the largest Ambulance services in the world servicing a population in excess of 8 million, employing approximately 6,500 people and about 300 volunteers at more than 250 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.40 billion.

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### Primary purpose of the role

The Director leads and manages the control centres and is responsible for ongoing strategic and tactical leadership and the effective maintenance and operation of the division to support state wide service delivery, world best practice and the overall operations of NSW Ambulance.

### Key accountabilities

- Lead and direct the development, planning and implementation of timely, efficient and effective call taking, triage, dispatch, alternate referral pathways and advisory functions in response to emergency and non-emergency requests for ambulance services, delivering on service delivery goals, standards and performance measures and ensuring expectations are clear and aligned with organisational objectives to optimise outcomes for patients
- Contribute to strategic and business planning processes within the organisation to ensure that plans are informed by high quality service strategy advice and a focus on patient needs

- Ensure that the control centres have the capacity, structure and work practices to enable them to respond to emergency and non-emergency requests for NSW Ambulance services in accordance with performance standards, timeframes and budget
- Develop and implement strategies to enable the continuous review of operations to improve the quality of services to patients and facilitate consultation, performance feedback and collaboration with key stakeholders to enhance service quality, accessibility and responsiveness
- Provide effective and innovative leadership and management to the control centres to ensure the delivery of quality and consistent services in accordance with operational and clinical requirements and strategic directions
- Provide strategic leadership for the ongoing development, planning and implementation of change management initiatives necessary to ensure that the control centres support a world best practice patient journey by providing timely, efficient and effective responses to requests for ambulance services
- Direct the development, implementation, maintenance, monitoring, reporting and review of corporate governance, probity and risk management functions and frameworks within the control centres
- Ensure a positive workplace culture where bullying, harassment and inappropriate work place behaviors are not tolerated

## Key challenges

- Determining optimal models of service delivery and implementing service reforms and improvements in the context of diverse internal and external stakeholder expectations
- Managing critical incidents and collaborating with diverse stakeholder groups to resolve the issues swiftly with minimum impact to normal operations

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director Clinical Operations	<ul style="list-style-type: none"> <li>• Provide authoritative and expert advice on NSW Ambulance operational matters and recommendations which influence planning and decision making</li> <li>• Establish funding and resourcing that is consistent with stakeholder needs, strategic plans and priorities</li> <li>• Communicate information related to performance against the control centres' budget and outcome measures</li> </ul>
NSW Ambulance Executives	<ul style="list-style-type: none"> <li>• Advise on control centre matters and ensure that stakeholder satisfaction with services informs decisions at all Executive levels</li> <li>• Engage Executives in service design and evaluation, to continually improve operations and service delivery models and solutions</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, guide and support</li> <li>• Set performance expectations and manage team performance and development</li> </ul>
<b>External</b>	
Other NSW Health Agencies	<ul style="list-style-type: none"> <li>• Establish effective networks with counterparts of other NSW Health agencies, and with similar roles across other jurisdictions, to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues</li> </ul>
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>• Foster collaborative relationships and partnerships with other NSW Government stakeholders and agencies, to advance mutual interests</li> </ul>
Community/Industry/Patient Stakeholders	<ul style="list-style-type: none"> <li>• Facilitate relationships with key patient/community and/or industry stakeholders to ensure that programs and services meet current and evolving needs and expected service delivery standards</li> </ul>

## Role dimensions

### Decision making

- The Director acts with a high level of autonomy within the overall decision making and accountability limits for the Control Centres portfolio
- NSW Ambulance has state wide significance and is a complex organisation providing services that are often high profile and/or politically sensitive with a high level of community expectation in service delivery. The position holder is expected to be able to exercise sound judgement and capacity for independent decision making on complex and sensitive matters

### Reporting line

Executive Director, Clinical Operations

### Direct reports:

8

### Budget/Expenditure

Annual budget of \$80 million

## Essential requirements

- Appropriate tertiary qualifications and/or extensive experience as part of a senior/executive management team in a substantial and complex service delivery organisation






## 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](http://www.psc.nsw.gov.au/capabilityframework)

### Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

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

### 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>Take the initiative and act in a decisive way</li> <li>Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>
<b>Relationships</b>	Highly Advanced	<ul style="list-style-type: none"> <li>Create a culture which embraces high quality customer</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Commit to Customer Service		<ul style="list-style-type: none"> <li>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> 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 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> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> <li>Drive a culture of achievement and acknowledge input from others</li> <li>Determine how outcomes will be measured and guide others on evaluation methods</li> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control business unit output to ensure government outcomes are achieved within budgets</li> <li>Progress organisational priorities and ensure that resources are acquired and used effectively</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>Evaluate the performance and effectiveness of services,</li> </ul>



## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Finance	Adept	<p>policies and programs against clear criteria</p> <ul style="list-style-type: none"> <li>• Understand core financial terminology, policies and processes, and display a knowledge of relevant recurrent and capital financial measures</li> <li>• Understand the impacts of funding allocations on business planning and budgets</li> <li>• Identify discrepancies or variances in financial and budget reports, and take corrective action</li> <li>• Know when to seek specialist advice and support and establish the relevant relationships</li> <li>• Make decisions and prepare business cases paying due regard to financial considerations</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	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve these</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul>

# Executive Structure 2022

