

# Role Description

## Chief Executive

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	Office of the Chief Executive
Role number	52000
Classification/Grade/Band	Band 3
Senior executive work level standards	Work Contribution Stream: Agency Head
ANZSCO Code	111111
PCAT Code	2331192
Date of Approval	September 2015 (Reviewed June 2026)
Agency Website	<a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

### Agency overview

NSW Ambulance operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services; 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 6000 people and about 350 volunteers at more than 300 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.5 billion.

NSW Ambulance is a division of the NSW Ministry of Health. The *Health Services Act (1997)* and Part 4 of the *Health Services Regulation (2013)* is the legislative framework under which NSW Ambulance functions. The organisation is managed from State Headquarters located at Sydney Olympic Park.

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 principle of "Patient Centred and Staff Focused" and are underpinned by NSW Health's core values of Collaboration, Openness, Respect and Empowerment. Key objectives of the organisation are contained within the NSW Ambulance Strategic Plan.

### Primary purpose of the role

The Chief Executive (CE) provides pivotal and strategic leadership, direction and management of NSW Ambulance (NSWA), and is responsible for the sound governance to ensure that NSWA fulfils its statutory operating and reporting requirements and meets its obligations to deliver agreed services within an agreed budget and which meet specified performance standards and strategic objectives.

The CE also is responsible for providing stewardship and representation nationally and internationally as the NSW representative Board member to the Council of Ambulance Authorities (ex officio) for Australia, New Zealand and Papua New Guinea.

For the purpose of Emergency Management, the CE is a representative at the peak NSW Government State Emergency Management Committee, the NSW State Rescue Board and the NSW Board of Commissioners.

## Key accountabilities

- Provide effective leadership and management of NSWA to ensure the effective performance of its statutory functions, systems are in place to comply with WHS and other statutory obligations, and that NSWA has the capacity, structure and practices to enable it to:
  - provide safe quality healthcare
  - operate within its allocated budget
  - meet Ministry of Health creditor and other financial KPIs
  - provide timely and accurate reporting to the Ministry on current financial status and workforce data
  - provide timely, accurate annual reporting and preparation of financial statements and high quality electronic financial data for submission to the Audit Office.
- Oversee the implementation of effective clinical and corporate governance frameworks, ensuring the Secretary receives sufficient timely and accurate information to enable them to discharge their role in the governance of NSWA, and that clinical governance systems are in place to ensure that the services of the NSWAs facilities meet the National Safety and Quality Health Service Standards as they apply to ambulance services and continually improve patient outcomes, this includes fulfilling the function of Chief Paramedic Officer to provide expert advice to the Ministry of Health and Minister of Health on the paramedicine profession.
- Lead the negotiation of NSWA Service Agreement with the NSW Government, implement the agreement and other NSW Government priority policies and programs, report on performance against the agreed performance monitoring measures in the Service Agreement, and ensure that the Advisory Board is fully consulted and briefed.
- Lead the establishment and maintenance of effective systems to ensure that NSWA resources are applied equitably to meet the needs of the community and that community and clinicians' views are considered in decision making within NSWA.
- Lead the development and strengthening of clinical linkages within NSWA, and between LHDs, to ensure resources are used on an effective and equitable basis for the benefit of the people of NSW; and develop structures to ensure greater involvement by local communities and clinicians in planning health service delivery needs.
- Lead and manage NSWA to achieve a range of workforce, financial, quality and accountability aims and standards; and lead the development of workforce, financial and business plans, strategies and budgets to ensure accountability and efficient provision of health services and the long term operational and financial viability of NSWA.
- Direct the development of a strategic/clinical services plan for NSWA and an operational plan to guide the delivery of services on an equitable and balanced basis.
- Contribute to the delivery of health services across the State by working with LHDs and the Ministry of Health in planning streamlined administrative structures across the State to deliver additional resources for direct patient care; to support and contribute to broader regional and Statewide clinical service networks; and develop and maintain linkages with health organisations and administrative entities of the NSW public health system.

## Key challenges

- Leading in a highly demanding and complex environment with front-line exposure to a multiplicity of stakeholders and vested interests, including operating under the close scrutiny of public and media groups, politicians, representatives of health workers and other lobby groups.
- Implementing the strategic and clinical services plan for the organisation appropriately, so that residents are able to access appropriate treatment when needed and as close as possible to where they live, in the face of significant national and international workforce supply issues within the health sector.
- Operating within budget, while at the same time meeting the growth in demand for health services and being responsive to the changing needs and priorities of the community.

## Key relationships

Who	Why
<b>Internal</b>	
Executives and Key Staff and Clinicians	<ul style="list-style-type: none"> <li>• Provide strong leadership, direction, advice and guidance</li> </ul>
Ambulance Services Advisory Board	<ul style="list-style-type: none"> <li>• Provide and seek advice and information, ensure effective governance and reporting</li> </ul>
Secretary and Senior Executives – Ministry of Health	<ul style="list-style-type: none"> <li>• Consult, collaborate and negotiate to contribute to a coordinated health system, ensure effective governance and reporting</li> </ul>
Chief Executive LHDs	<ul style="list-style-type: none"> <li>• Work closely and collaborate with other LHDs</li> </ul>
Chief Executive, HealthShare NSW & Chief Executive, eHealth NSW	<ul style="list-style-type: none"> <li>• Consult and negotiate to obtain a range of corporate, business, information technology and other services</li> </ul>
Deputy Secretary, Infrastructure and Asset Management, NSW Ministry of Health/Chief Executive, Health Infrastructure	<ul style="list-style-type: none"> <li>• Consult and collaborate in relation to the planning and delivery of significant capital projects within the LHD</li> </ul>
NSW Health Pillar Organisations	<ul style="list-style-type: none"> <li>• Cooperate to ensure mutual support for respective responsibilities within the public health system</li> </ul>
<b>External</b>	
Clinicians Groups	<ul style="list-style-type: none"> <li>• Seek advice and information on improving services, quality and safety in hospitals and on solutions to address local community needs</li> </ul>
Local community organisations and stakeholders	<ul style="list-style-type: none"> <li>• Consult and seek input into planning and decisions, dissemination of information about the LHD to the public</li> </ul>
Academic Institutions	<ul style="list-style-type: none"> <li>• Develop partnerships and collaborate in mutual research endeavours and to ensure a suitably educated and trained workforce</li> <li>• Lead and foster collaboration between Universities and Academic institutions, linking research initiatives and education internally and externally to NSW</li> </ul>
Employee/ Employer Organisations	<ul style="list-style-type: none"> <li>• 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 NSW</li> </ul>

Who	Why
Health Care Complaints Commission, Ombudsman and other Government accountability agencies	<ul style="list-style-type: none"> <li>Consult and collaborate to meet statutory accountability requirements and ensure sound governance of NSW</li> </ul>

## Role dimensions

### Decision making

The CE has substantial day-to-day autonomy in directing and managing NSW's activities and deploying its resources within the overall budget allocation. This includes the resolution of local industrial problems and the creation of jobs (including setting their grading) and appointment of senior staff.

The overall budget for NSW is determined by the Minister for Health on advice from the Ministry of Health. Expenditure authorisation is unlimited within the approved budget and subject to fiscal, accounting, governance and other conditions established by Government and any conditions determined under the governance arrangements with the Board. The approval and budget for major capital projects is also determined by the Government.

Significant proposed changes to health services within NSW must be notified to the Secretary, NSW Health. Conditions of employment of health service personnel are determined by relevant industrial instruments or by Ministry of Health policies and determinations.

### Reporting line

Secretary, NSW Health

### Direct reports

8

### Budget/Expenditure

\$1.5B (projected \$1.9B 2027/28)

### Key knowledge and experience

- Demonstrated knowledge of the health sector, in particular administration of the public health system

### Essential requirements

- Strong record of achievement in management at executive level in a significant and geographically dispersed organisation delivering health, human capital or other complex services
- Tertiary qualification in a relevant discipline or equivalent relevant experience.

Note: must be eligible for a national Security clearance at the SECRET level issued in accordance with the Memorandum of Understanding for the Protection of National Security

### 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
 Personal attributes	<b>Display Resilience and Courage</b>	<ul style="list-style-type: none"> <li>• Create an organisational culture that encourages and supports openness, persistence and genuine debate about issues</li> <li>• Clearly explain and support agreed positions while staying open to valid suggestions for changes</li> <li>• Raise critical issues, make difficult decisions with clarity and accountability</li> <li>• Respond to significant, complex and new challenges with a high level of resilience and persistence</li> <li>• Use a range of strategies to respond constructively and act as a stabilising influence even in the most challenging situations</li> <li>• Recognise the need for change and create an environment that welcomes continuous improvement and adaptability</li> </ul>	<b>Highly Advanced</b>
	<b>Act with Integrity</b>	<ul style="list-style-type: none"> <li>• Champion and model the highest standards of ethical and professional behaviour</li> <li>• Lead a culture of integrity and professionalism within your organisation and when dealing with other government agencies, jurisdictions and external organisations</li> <li>• Set, communicate, evaluate and reinforce the use of ethical practices, standards and systems</li> <li>• Create and promote an organisational culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and respond promptly to reports</li> <li>• Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>	<b>Highly Advanced</b>

**FOCUS CAPABILITIES**

Capability group/sets	Capability name	Behavioural indicators	Level
 Relationships	<b>Communicate Effectively</b>	<ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Communicate in a highly articulate and influential way</li> <li>• Communicate the facts and explain their implications for your organisation and key stakeholders</li> <li>• Promote your organisation’s position with credibility across government, other jurisdictions and external organisations</li> <li>• Anticipate and address key areas of interest for your audience and adapt under pressure</li> </ul>	<b>Highly Advanced</b>
	<b>Work Collaboratively</b>	<ul style="list-style-type: none"> <li>• Create an organisational culture and supporting systems that help communicate and share information and learning across the sector</li> <li>• Publicly celebrate when collaboration leads to successful outcomes</li> <li>• Seek out and facilitate opportunities to collaborate with stakeholders across your organisation, government and other jurisdictions to develop solutions</li> <li>• Identify and address challenges to collaborating with internal and external stakeholders</li> <li>• Champion cultural capability and inclusivity as cornerstones of collaborative working</li> </ul>	<b>Highly Advanced</b>
 Results	<b>Deliver Results</b>	<ul style="list-style-type: none"> <li>• Use your professional knowledge and the expertise of others to drive organisational and government objectives</li> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes for the organisation Identify and remove potential barriers to achieving outcomes</li> <li>• Establish systems to ensure all staff can identify direct connections between their work and your organisation’s outcomes</li> <li>• Identify, recognise and celebrate success</li> <li>• Set and communicate high-level priorities for your organisation to achieve government outcomes</li> </ul>	<b>Highly Advanced</b>
	<b>Think and Solve Problems</b>	<ul style="list-style-type: none"> <li>• Establish and promote a data-literate culture that focuses on using reliable data to inform decisions, innovate and continuously improve</li> <li>• Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> </ul>	<b>Highly Advanced</b>

**FOCUS CAPABILITIES**

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> <li>Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>Think laterally to develop innovative solutions that have a long-lasting, organisation-wide impact</li> <li>Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>	
	<b>Demonstrate Accountability</b>	<ul style="list-style-type: none"> <li>Direct the development of effective systems for establishing and measuring accountabilities and evaluate ongoing effectiveness of systems that set and measure accountability</li> <li>Promote participatory approaches to ensure a culture of accountability and cultural safety with clear links to government goals</li> <li>Set standards and exercise due diligence to ensure work health and safety risks are addressed</li> <li>Inspire an organisational culture that respects the obligation to manage public money and other resources responsibly and with the highest standards of probity</li> <li>Ensure that legislative and regulatory frameworks are applied consistently and effectively across your organisation</li> <li>Direct the development of short- and long-term risk management frameworks to ensure government aims and objectives are achieved</li> <li>Promote data risk compliance in your organisation</li> <li>Anticipate changes to the operating environment and make sustainable choices that lead to long-term success</li> </ul>	<b>Highly Advanced</b>
 <p>Business enablers</p>	<b>Finance</b>	<ul style="list-style-type: none"> <li>Apply a thorough understanding of recurrent and capital financial terminology, policies and processes for planning, forecasting, preparing and managing budgets</li> <li>Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>Assess relative cost benefits of various purchasing options</li> <li>Promote the role of sound financial management and its impact on organisational effectiveness</li> </ul>	<b>Advanced</b>

**FOCUS CAPABILITIES**

Capability group/sets	Capability name	Behavioural indicators	Level
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People management

**Manage and Develop People**

- Get specialist financial advice when reviewing and evaluating finance systems and processes
- Respond to financial and risk management audit outcomes, addressing areas of noncompliance in a timely manner

**Highly Advanced**

- Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning
- Lead the development of executive capability and ensure effective succession management practices
- Implement effective approaches to identify and develop talent across your organisation
- Encourage a culture of continuous learning and leadership that values constructive feedback and new experiences
- Drive a culture of high performance and ensure performance issues are addressed as a priority
- Set an example to others and encourage teams to build an organisational culture of care, belonging and trust
- Monitor and evaluate cultural capability as a central part of development efforts
- Set an example by regularly giving and asking for constructive feedback and participating in new experiences

**Inspire Direction and Purpose**





- Help others to understand the links between government policy, organisational goals and public value
- Present information in an engaging way to build a shared sense of direction, clarify priorities and goals, and inspire and prepare others to achieve them
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between your organisation's goals and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Inspire confidence and cultivate an attitude of openness and curiosity when tackling future challenges

**Advanced**


## Complete Table of 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: Complementary capabilities (those not in bold) 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	<b>Display Resilience and Courage</b>	<b>Be open and honest, prepared to express your views, and willing to accept and commit to change</b>	<b>Highly Advanced</b>
	<b>Act with Integrity</b>	<b>Be ethical and professional, and uphold and promote the public sector values</b>	<b>Highly Advanced</b>
	Manage Self	Be persistent, self-reflect and commit to learning	Advanced
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Communicate clearly, pay attention to others and respond with understanding and respect</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	<b>Work Collaboratively</b>	<b>Collaborate with others and value their contribution</b>	<b>Highly Advanced</b>
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Highly Advanced
 Results	<b>Deliver Results</b>	<b>Achieve results by using resources efficiently and committing to quality outcomes</b>	<b>Highly Advanced</b>
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	<b>Think and Solve Problems</b>	<b>Think, analyse and consider the broader context to develop practical solutions</b>	<b>Highly Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Be proactive and responsible for your actions, and follow legislation, policy and guidelines</b>	<b>Highly Advanced</b>
 Business enablers	<b>Finance</b>	<b>Understand and apply financial processes to achieve value for money and minimise financial risk</b>	<b>Advanced</b>
	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Advanced
	Project Management	Understand and use effective ways to plan, coordinate and control projects	Advanced
	<b>Manage and Develop People</b>	<b>Engage with and motivate staff, and develop their capability and potential</b>	<b>Highly Advanced</b>
	<b>Inspire Direction and Purpose</b>	<b>Communicate goals, priorities and vision, and recognise achievements</b>	<b>Advanced</b>

**COMPLEMENTARY CAPABILITIES**

Capability group/sets	Capability name	Description	Level
 <p>People management</p>	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced
	Manage Reform and Change	Support and champion change, and help others to engage with change	Advanced