

# Role Description

## Executive Director, System Purchasing

Cluster	NSW Health
Agency	Ministry of Health
Division/Branch/Unit	System Purchasing and Performance/System Purchasing
Location	North Sydney
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
Role Number	646385
ANZSCO Code	132411
PCAT Code	3331112
Date of Approval	February 2016
Agency Website	<a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

### Agency overview

For more information go to [www.health.nsw.gov.au](http://www.health.nsw.gov.au)

### Primary purpose of the role

The Executive Director is responsible for the purchasing frameworks that sustain the devolution of decision making, responsibility and accountability to public health organisations (PHO) and support organisations for the delivery of high quality, efficient and effective health care.

The Executive Director has a lead role in providing advice and direction to inform the activity purchasing process, and leads the development of Service Level Agreements and Service Compacts to align PHO service delivery and performance with NSW Health's requirements; this includes working closely with the Executive Director, Health System Information and Performance Reporting to estimate and negotiate activity levels on an annual basis.

The Executive Director has overarching oversight of the management of surgery waiting lists as well as the delivery of specialist outpatient services, hospital in the home and emergency access models of care. The Executive Director is also responsible for overseeing the purchasing mechanisms for the NGO grants management improvement program, palliative and mental health programs and state-wide services.

### Key accountabilities

- Lead the development of Service Level Agreements/Compacts in alignment with broader NSW Health strategies and using Ministry frameworks and templates, and implement the annual Service Level Agreement/Service Compact negotiation processes.

- In collaboration with the Health System Information and Performance Reporting Branch, annually estimate and negotiate activity levels with LHD/Specialty Networks and other Health Services to inform purchasing of activity in respective services. Purchasing in the NGO sector is also a key responsibility.
- Provide expert advice, leadership and support to key stakeholders across the Ministry including Health Services to ensure compliance with the Service Agreements and Compacts and relevant NSW Health strategies and policies.
- Provide expert advice and support to the System Purchasing and Performance Division to determine effective, efficient and financially robust purchasing frameworks for health system performance.
- Provide expert advice, leadership and support across NSW Health on surgical services, specialist outpatient services and emergency department access.
- Lead and direct the System Purchasing Branch including managing and developing staff, budget and projects to provide an integrated state-wide approach to the devolution of responsibility to Districts and Networks to deliver high quality healthcare to the people of NSW and ensure that Pillar organisations meet their compact KPIs.
- Prepare high quality briefing papers, reports, submissions and related documents for presentation to the Deputy Secretary System Purchasing and Performance Division, Secretary, Executive Leadership Team and the Minister on various health service purchasing issues.

## Key challenges

- Achieving commitment to the delivery of system performance goals in an environment of finite budgets, increasing demand and significant public scrutiny of the performance of the health system, and achieving and maintaining the right balance between central oversight and local autonomy in a devolved health system to ensure achievement of legislative and government policy requirements.
- Delivering a purchasing framework that is tailored to LHD/Specialty Network and Health Services that drives the provision of high quality care across the state, and pro-actively identifying, through effective consultation and analysis, changes required to the system purchasing framework to ensure it is "fit for purpose".
- Dealing with numerous competing, rapidly changing and high-profile operational program priorities, while maintaining high standards of program management, monitoring and reporting to achieve an effective balance between operational investments in stakeholder engagement and the immediacy of unplanned issues response.

## Key relationships

Who	Why
<b>Ministerial</b>	
Ministers' Offices	<ul style="list-style-type: none"> <li>• Provide centralised expert and professional advice and reporting regarding the performance of LHD/Specialty Networks and Health Services.</li> </ul>
<b>Internal</b>	
Ministry Secretary and senior executives	<ul style="list-style-type: none"> <li>• Provide advice on service delivery requirements and emerging performance issues within the health system</li> </ul>
Ministry executives	<ul style="list-style-type: none"> <li>• Consult on design and implementation of annual service agreements and responses to emerging performance and operational issues</li> </ul>

Who	Why
	within the health system
Directors of other Divisional Branches	<ul style="list-style-type: none"> <li>Work in close partnership to monitor the performance of Health Services, share information and support services and networks.</li> </ul>
Divisional team executives and members	<ul style="list-style-type: none"> <li>Provide leadership, guidance and support the team and manage team performance and development.</li> </ul>
Chief Financial Officer and Deputy Secretary	<ul style="list-style-type: none"> <li>Collaborate on the allocation of new resources that are targeted to improve performance and capability of the health system, especially for LHD/Specialty Networks and other Health services.</li> </ul>
Health System Information and Performance Reporting	<ul style="list-style-type: none"> <li>Collaborate to estimate and negotiate activity levels with LHDs and Health services and allocate funds under the Purchasing Framework.</li> </ul>
Health System Support Group	<ul style="list-style-type: none"> <li>Provide financial analytical capability and financial management, internal control and reporting advice.</li> </ul>
<b>External</b>	
Chief Executives & Governing Boards of PHOs Senior Health System executives, managers and clinicians	<ul style="list-style-type: none"> <li>Establish and maintain relationships: <ul style="list-style-type: none"> <li>- to effectively monitor system performance and identify early and pro-actively emerging performance and operational issues and work in partnerships to design and implement effective solutions to these issues.</li> <li>- to inform purchasing and performance frameworks and negotiate health improvement performance levels, financial performance expectations and funding requirements.</li> </ul> </li> </ul>
Key practitioners in health and those representing clinical organisations across the health system such as clinical advisory groups and Health Industry organisations	<ul style="list-style-type: none"> <li>Liaise and work collaboratively.</li> </ul>
National Health Performance Authority Independent Hospital Pricing Authority	<ul style="list-style-type: none"> <li>Foster collaborative partnerships and productive working relationships.</li> </ul>
Relevant government agencies and non-government organisations State and national organisations representing health consumer groups and community organisations External advisory groups Broader government stakeholders	<ul style="list-style-type: none"> <li>Represent the Division on State and National committees, working parties and similar forums.</li> </ul>

## Role dimensions

### Decision making

The Executive Director, System Purchasing has delegation and accountability for all functions of this Branch within the approved budget. The position acts independently within the bounds agreed with the Deputy Secretary. The role has authority to develop, implement and manage the purchasing system framework and projects that support the State-wide plans to achieve health improvement, service delivery and financial performance that best serve NSW Health.

Issues are to be resolved independently where appropriate and strategic skill is exercised; initiative in negotiations along with exploration of options supported by the development and implementation of innovative solutions are expected dimensions of this role. The Executive Director is a senior member of the Divisional executive management team.

### **Reporting line**

This role reports to the Deputy Secretary, System Purchasing and Performance.

### **Direct reports**

12

### **Budget/Expenditure**

Core budget                      TBC

Expenditure Delegation        \$150,000

Administrative Delegation Group: 3

### **Essential requirements**

- Relevant tertiary qualifications or demonstrated equivalent professional experience.
- Demonstrated experience at a senior level in operational management gained in the health or similar industry environment.
- Demonstrated depth of knowledge of contemporary trends and developments in health service purchasing and its application in a large, complex public health environment.
- Financial management experience at executive level in a large and complex organisation, along with the demonstrated capacity to manage high level negotiations across all levels of government and jurisdictions.

### **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

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

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

### NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> <li>Promote and model the value of self-improvement and be proactive in seeking opportunities for growth</li> <li>Actively seek, reflect and integrate feedback to enhance</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>own performance, showing a strong capacity and willingness to modify own behaviours</li> <li>• Manage challenging, ambiguous and complex issues calmly and logically</li> <li>• Model initiative and decisiveness</li> <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> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</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> <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>Business Enablers</b> Finance	Advanced	<ul style="list-style-type: none"> <li>• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</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 direct provision or purchase of services</li> <li>• Understand and promote the role of sound financial management and its impact on organisational effectiveness</li> <li>• Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for improvement</li> </ul>

Group and Capability	Level	Behavioural Indicators
<p><b>People Management</b> Manage and Develop People</p>	Advanced	<ul style="list-style-type: none"> <li>• Respond to financial and risk management audit outcomes, addressing areas of non-compliance</li> <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>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>