

# Role Description

## Manager – Quality and System Performance

Cluster	NSW Health
Agency	Cancer Institute NSW
Division	Cancer Services and Information
Location	Australian Technology Park, Eveleigh
Classification/Grade/Band	Health Manager Level 5
Kind of Employment	Permanent
ANZSCO Code	139999
Role Number	627007
PCAT Code	2119192
Date of Approval	6 June 2019
Agency Website	<a href="http://www.cancer.nsw.gov.au">www.cancer.nsw.gov.au</a>

### Overview

The Cancer Institute NSW is Australia's first statewide cancer control agency, established to lessen the impact of cancer in NSW. The Institute supports and promotes best practice; working to ensure people across the state, no matter where they live, are provided the same high quality treatment and care that is vital to optimising the outcomes and quality of life for people diagnosed with cancer.

Driven by the purpose and objectives of the NSW Cancer Plan, the Institute continuously works to:

- reduce the incidence of cancer
- increase the survival rate for people with cancer
- improve the quality of life of people living with cancer
- provide a source of expertise on cancer control for the government, health service providers, medical researchers and the general community.

In order to achieve this, the Institute engages with the community, health professionals, researchers, governments and charity organisations to:

- provide information, resources and advice about preventing cancer
- promote the importance of early detection through cancer screening programs and community awareness
- provide grants that build research capacity and foster innovation in, and translation of, cancer research into improved cancer outcomes maintain quality information repositories about cancer in NSW to inform future policy and health planning establish partnerships with cancer healthcare professionals to develop and evaluate programs to improve the quality of cancer treatment and care in NSW.

## Primary purpose of the role

Drive the delivery of system improvement program strategies, activities and infrastructure, engaging and collaborating with internal and external stakeholders to ensure that the design and implementation of programs such as Reporting for Better Cancer Outcomes (RBCO) and other system improvement initiatives are delivered to ensure maximum benefit to the cancer control community.

## Key accountabilities

- Provide leadership and direction, manage and lead projects, manage resources and drive continuous improvement and quality control activities in the Quality and System Performance Program
- Deliver on reports and products to quality and standard as required by Manager Strategy and System Engagement and other Leadership members to support in facilitating effective engagement across cancer control
- Facilitate and support the strategic approach to stakeholder involvement (in particular with clinicians) and integrate this into the major programs focusing on system change
- Foster connections and collaborations between health community agencies/representatives and Cancer Services and Information Division/Institute staff to ensure developed programs/deliverables are evidence-based, meet identified needs and realise maximum benefits for the health sector, focusing on Reporting for Better Cancer Outcomes, Clinical Engagement Program, Cancer Care Optimisation Program, identified organisational priorities and value based system change projects
- Promote and encourage the application and ongoing use of evidence-based programs/deliverables, identifying what changes in processes, procedures and practices are needed to achieve change and deliver the planned benefits
- Provide innovation and quality improvement expertise to the Cancer Services and Information Division, health agencies, representatives, networks and Communities of Practice to support them in implementing evidence-based programs/deliverables within the health sector and build change management capabilities at the local level
- Provide health sector input/feedback and tailored stakeholder information, liaising with program and project managers to bring a divisional perspective and facilitate a partnership approach to the delivery of the Institute's programs/products.

## Key challenges

- Managing internal and external program linkages, inter-dependencies and inter-relationships and facilitating effective communication and interfaces given the complexities involved
- Achieving program and project deadlines and milestones to the required standards and targets within budget, given the need to coordinate and support the management of the RBCO projects.

## Key relationships

Who	Why
<b>Internal</b>	
Manager, Strategy and System Performance	Discuss priorities, strategies, issues, linkages, interdependencies and interrelationships; obtain strategy sign off; provide subject matter expertise and advice to inform decision-making; receive and respond to feedback regarding performance.
Direct reports	Allocate work; provide direction; and monitor performance and service delivery; coach, mentor and support to ensure effective performance and capability development.
Cancer Services and Information Division	Provide expertise; and engagement advice/services; foster collaborations with the Institute and assigned health community stakeholders; and exchange information on Reporting for Better Cancer Outcomes requirements.
Director, Cancer Services and Information	Provide expertise; and engagement advice/services. Discuss priorities, strategies, issues, linkages, interdependencies and interrelationships.
<b>External</b>	
Health Community	Provide expertise in the health agencies, representatives, networks and Communities of Practice to support them in implementing CSI programs / deliverables within the health sector and build change management capabilities at the local level to build knowledge, skills and experience of system improvement within the Division and cancer health system.
Directors of Cancer Services Network and Cancer System Innovation Managers Community of Practice	Liaise with and provide subject matter expertise and support; share information; and foster collaboration.

## Role dimensions

### Decision making

- Makes independent decisions such as daily program and team workload; potentially contentious issues; responses to correspondence and enquiries; the determination of strategies, infrastructure and activities to support information sharing, engagement and collaboration with stakeholders; and recommend changes to work procedures and operating processes and systems
- Accountable for the provision of advice; direction, development and motivation of direct reports
- Operates with Cancer Institute NSW Financial Delegations

### Reporting line

The Manager, Quality and System Performance reports to Manager Strategy and System Engagement

### Direct reports

The Manager, Quality and System Performance has 4-6 direct reports

## Budget/Expenditure

N/A

## Essential requirements




- Experience in applying system improvement/quality based principles, tools, methodologies and models and in implementation.
- Experience in relationship management across sectors and disciplines, preferably in a health context and extensive experience working with clinicians.
- Expertise in project and program management and change management methodology.
- Tertiary qualifications in health related disciplines.

## 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

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. 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	Intermediate
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	<b>Plan and Prioritise</b>	<b>Adept</b>
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	<b>Manage Reform and Change</b>	<b>Advanced</b>

### 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> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>Model the highest standards of ethical behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act on reported breaches of rules, policies and guidelines</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> 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</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>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> Plan and Prioritise	Adept	<ul style="list-style-type: none"> <li>Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work</li> <li>Initiate, prioritise, consult on and develop team/unit goals, strategies and plans</li> <li>Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses</li> <li>Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>Evaluate achievements and adjust future plans accordingly</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</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 systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Finance	Adept	<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 impacts of funding allocations on business planning and budgets, including value for money, choice between direct provision and purchase of services, and financial implications of decisions</li> <li>Understand and apply financial audit, reporting and compliance obligations</li> <li>Identify discrepancies or variances in financial and budget reports, and take corrective action where appropriate</li> <li>Seek specialist advice and support where required</li> <li>Make decisions and prepare business cases paying due regard to financial considerations</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> <li>Develop workforce plans that effectively distribute organisational resources to achieve business goals</li> <li>Plan for strategic use of human resources that links to wider organisational aims and goals</li> <li>Encourage others to strive for ongoing performance improvement</li> <li>Align systems and processes to encourage improved</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>People Management</b> Manage Reform and Change	Advanced	performance and outcomes
		<ul style="list-style-type: none"> <li>• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>