

Role Description

Director Clinical Services and Programs, Alcohol and Other Drugs

Cluster	NSW Health
Agency	NSW Ministry of Health
Division/Branch/Unit	Population and Public Health, Centre for Alcohol and Other Drugs
Location	St Leonards
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream : Professional/Technical/Specialist
Kind of Employment	Ongoing
Role Number	715930
ANZSCO Code	132411
PCAT Code	2331191
Date of Approval	May 2021
Agency Website	health.nsw.gov.au

Primary purpose of the role

To lead the implementation and evaluation of policies and programs that support the delivery of alcohol and other drugs treatment, harm minimisation and prevention and ensure that they are evidence-based, person-centred, safe, high quality and effective.

Key accountabilities

- Provide leadership and drive the performance of the AOD Clinical Services and Programs Unit to deliver results that support NSW Health AOD strategies and policies and the effective delivery of treatment, harm minimisation and prevention programs and services.
- Provide high quality strategic advice and recommendations to the ED CAOD, Ministry Executives, Local Health Districts, Ministerial staff and government agencies regarding AOD programs and clinical services, to promote evidence-based, person-centred, safe, high-quality and effective practice.
- Develop and maintain effective stakeholder engagement and performance management systems with LHD, NGO, and private AOD service providers and program implementers to promote effectiveness, efficiency, safety, and person-centered care.
- Ensure effective program governance, management and evaluation frameworks are in place to support effective implementation, measurement of results, and achievement of defined outcomes.
- Collaborate effectively with internal and external stakeholders to ensure that the CAOD delivers a holistic, integrated, and health system level response to AOD issues in NSW which promotes and strengthens the use of data and evidence to inform and strengthen practice.

- Provide direction and contribute towards the development of CAOD strategy, strategic priorities, performance frameworks, business plans, governance mechanisms, business processes, and reporting mechanisms, to support the achievement of organisational objectives and planned outcomes.

Key challenges

- Directing and managing the development of AOD policy, programs and clinical services that: comply with government legislation; meet CAOD's clinical quality and safety governance guidelines; are informed by research and evidence; and are designed to ensure delivery at scale across diverse NSW communities and target populations.
- Operating in a reactive, complex and politically sensitive environment with competing priorities and a diverse range of stakeholders and interest groups.
- Leading and managing effective organisational change initiatives within CAOD to ensure that the Centre has the capability and effective business processes in place to meet strategic priorities.

Key relationships

Who	Why
Internal	
Ministry of Health, including other Centres of the Population and Public Health Division, Mental Health Branch, Finance, Health System Strategy and Planning, and System Performance	<ul style="list-style-type: none"> • To provide expert, strategic advice • To collaborate on issues related to the management of AOD Programs and Clinical Services • Ensure alignment of programs with NSW Health initiatives and systems • To co-ordinate on external stakeholder engagement
Local Health Districts	<ul style="list-style-type: none"> • To provide expert, strategic advice • To collaborate on issues related to the management of AOD Programs and Clinical Services • To co-ordinate on external stakeholder engagement
Minister's Office	<ul style="list-style-type: none"> • To provide expert, strategic advice • To respond to information requests when required
External	
Non-government, research and other external partners, and private service providers	<ul style="list-style-type: none"> • To communicate and consult • To negotiate and manage contracts for service provision • To establish professional networks and relationships to promote collaboration, develop responses to emerging issues, share learning
Other NSW Government Departments, including Premier and Cabinet, Education, Department of Communities and Justice, Liquor and Gaming NSW, Transport, and Planning and Environment; other State and Territory and Australian Government Departments of Health	<ul style="list-style-type: none"> • To communicate and consult • To represent CAOD at meetings and forums • To provide expert advice and information • To collaborate on AOD related policies and programs

Role dimensions

Decision making

The Director:

- has authority to make decisions regarding transition processes, within budget parameters, approved Operational Plans and policies and guidelines of the Ministry and Division, including determining work priorities, allocating duties and decisions relating to the quality and conduct of projects and activities
- is accountable for the quality and timeliness of advice provided and activities undertaken by identified Centre priorities
- makes decisions within delegation regarding performance and funding agreements with LHDs, other agencies and non-government organisations
- is expected to develop and implement changes to improve efficiency within the Centre and in the operation of initiatives managed by the Centre
- must consult with Executive Director, Centre for Alcohol and Other Drugs, on major policy and program issues and must refer to that position approval for expenditure beyond delegation and overall approval of budget.

Reporting line

This role reports to the Executive Director, Centre for Alcohol and Other Drugs.

Direct reports

Four roles report directly to this position.

Budget/Expenditure

Financial delegation of up to \$100k.

Key knowledge and experience

- Extensive high-level, strategic leadership experience within a complex environment where policy development, research, evaluation; funding and performance monitoring of clinical and population health programs and services are conducted.
- Demonstrated understanding of national and state health systems and the regulatory and policy context for alcohol and other drugs or population and public health initiatives and programs.
- Demonstrated expertise in managing stakeholders and health sector contracts and funding arrangements to ensure clinical quality, safety, governance and best practice performance outcomes of programs and services.

Essential requirements

- Experience in the delivery or management of clinical services and programs, ideally in alcohol and other drugs.
- Relevant Tertiary qualifications in public health or related discipline and/or equivalent substantial management experience at a senior level.
- Experience working in clinical quality and safety systems, health service contracts and performance management, project management, and people leadership.

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

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	Advanced
	Act with Integrity	Adept
	Manage Self	Advanced
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Highly Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	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.

Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement
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		<ul style="list-style-type: none"> • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Displays Resilience and Courage	Advanced	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong, contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues
Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with I stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies
Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional • Achieve effective solutions when dealing with ambiguous or conflicting positions • Anticipate and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Deliver Results	Highly Advanced	<ul style="list-style-type: none"> • Use own professional knowledge and the expertise of others to drive forward organisational and government objectives • Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation

		<ul style="list-style-type: none"> • Identify, recognise and celebrate success • Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes • Identify and remove potential barriers or hurdles to achieving outcomes • Initiate and communicate high-level priorities for the organisation to achieve government outcomes
Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Project Management	Advanced	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups
Manage and Develop People	Highly Advanced	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback, and exposure to new experiences

		<ul style="list-style-type: none"> • Drive a culture of high performance and ensure performance issues are addressed as a priority
Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers