

## **Sydney Children's Hospitals Network (SCHN)**

### **Clinical Operations**

### **Site Lead and Stream Lead Administration Officers**

### **Consultation Document**

*23/9/2024*

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## Background

The Clinical Operations Directorate recently underwent a restructure at Sydney Children's Hospitals Network (SCHN). Following extensive consultation, the final structure for the Clinical Operations Directorate is to move to a fully devolved matrix model which comprises local site management, supported by Network-wide clinical streams, and clinical and business units.

The creation of leadership teams across the sites and streams supports improved decision making, communication and collaboration leading to an overall improvement in operational and clinical performance and outcomes, with strengthened site leadership. In addition, the structure aims to remove duplication in processes to improve efficiencies and effectiveness. There is an opportunity to realign some administration officer roles to currently unsupported site leadership and maintain appropriate support to stream leads.

## Current Status

There are 9.0 FTE of full-time administration officer positions impacted by the proposed changes. Of these, six positions are the currently associated with the medical, surgical, and connected care streams. However, three of these six positions are presently vacant as each stream requires a single FTE going forward. These positions report to the relevant stream leads directly.

SCH Administration Roles		CHW Administration Roles		Network Administration Roles	
Classification		Classification		Classification	
Medical	AO5	Medical	AO5	Critical Care	AO5
Surgical	AO5	Surgical	AO5	Priority Populations	AO5
Connected Care	AO5	Connected Care	AO5	Diagnostic	AO5

Note:

Administration Officer Level 5 (AO5)

There are currently four roles (3.5 FTE) of administration officers supporting site leads. These report to the site lead directly.

Site Lead Administration Roles	Classification	FTE
Administration Assistant to the Director of Nursing, SCH	AO6	1.0
Administration Assistant to the Director of Nursing, CHW	AO6	1.0
Administration Assistant to the Director of Medical Services, SCH	AO6	0.5
Project Officer, Corporate Services, SCH	AO6	1.0

Note:

Administration Officer Level 6 (AO6)

## Future Service Requirements under New Arrangements

Each of the six streams requires one full-time administration officer at the existing classification of AO5. It is proposed to realign the remaining 3 positions to support the two site Directors of Clinical Operations (DCO).

The DCO administration roles are proposed at HM level 1, reporting to the respective DCO.

Network Stream Administration Roles	
Designation	
Critical Care	AO5
Priority Populations	AO5
Diagnostic	AO5
Medical	AO5
Surgical	AO5
Connected Care	AO5

Site Lead Administration Roles		
	Classification	FTE
Administration Assistant to the Director of Nursing, SCH	AO6	1.0
Administration Assistant to the Director of Nursing, CHW	AO6	1.0
Administration Assistant to the Director of Medical Services, SCH	AO6	0.5
Project Officer, Corporate Services, SCH	AO6	1.0
Director of Clinical Operations, SCH	HM 1	1.0
Director of Clinical Operations, CHW	HM 1	1.0

It is proposed that the administration positions continue to have a formal (StaffLink) reporting line directly to the relevant Site or Stream lead. However, a professional reporting line will exist to the HM 1, based on primary place of work. The HM 1 will function as a team leader for site and stream administration officers. The HM 1 will be responsible for ensuring coordination of and coverage for leave, supporting recruitment, and distribution of work when a site or stream lead requires support. They will also coordinate professional development, and support recruitment and selection for site and stream administration officers.

### Case for Proposed Changes

As a result of the recent Clinical Operations restructure, the Directors of Clinical Operations have recently assumed a greater direct operational accountability for the sites, and will require administrative support commensurate with the proposed HM1 position description.

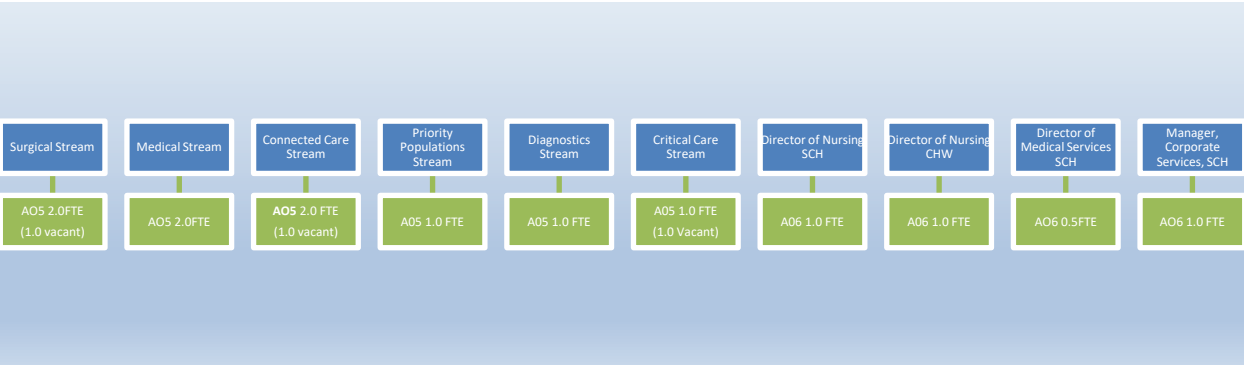
There is an opportunity to utilise the site and stream lead administration officers as a team. This will become increasingly important as stream leads now all split time across sites. Staff can be better supported with an on-site team leader. This means for example if a site or stream lead or an administration officer is on leave, then critical tasks can still be covered, and site and stream leads can still be supported.

There is not presently a coordinated professional development approach for administration officers to the sit and stream leads. In the proposed structure, there is an opportunity for staff development through training opportunities or through practicing new skills.

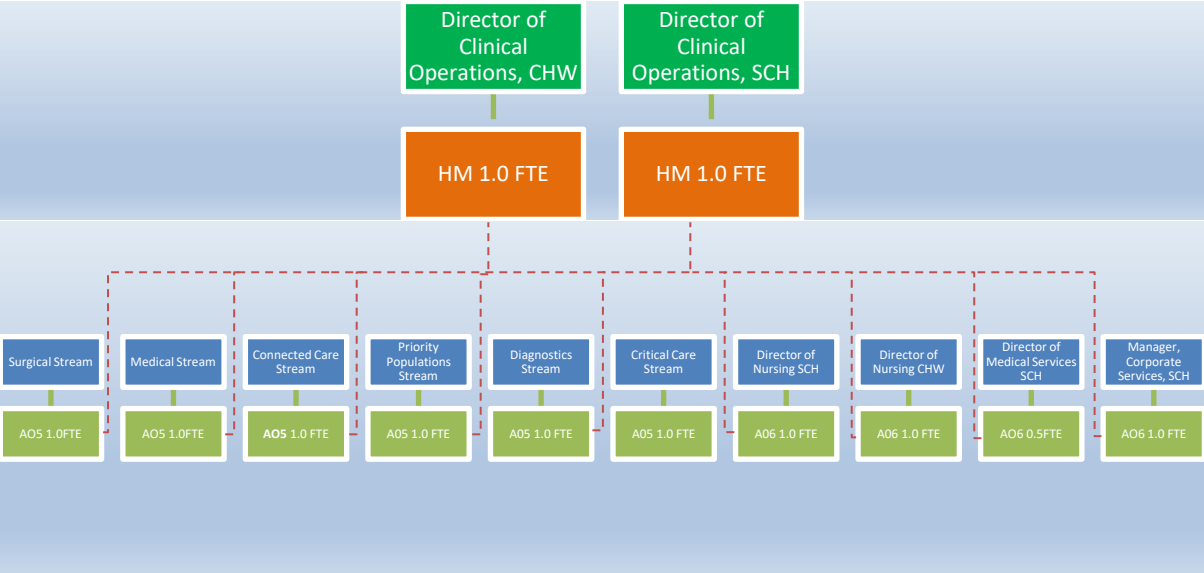
## Impact on Employment Arrangements

- All incumbents to the Stream Administration roles will have the opportunity to remain in their roles at the same level, in a similar or the same portfolio within this proposal. A preference position matching process will be undertaken to align incumbents to the most appropriate portfolio.
- The two new proposed HM1 positions (2.0 FTE) supporting the site Directors of Clinical Operations will be recruited to in accordance with the NSW Health Policies and Procedures.

• Site and Stream Administration Current Structure



Site and Stream Administration Proposed Structure\*



\* Dotted lines are professional reporting line. Hard lines are formal (StaffLink) reporting line.

\* Administration Officers will be assigned to a team (SCH or CHW) based on primary site of work

### Affected Positions

Position	FTE	Classification	Description
Administration Officer Medical Stream SCH	1.0	A05	Position filled - one medical position is deleted
Administration Officer Medical Stream CHW	1.0	A05	Position filled - one medical position is deleted
Administration Officer Surgical Stream	1.0	A05	Position filled - retained
Administration Officer Surgical Stream	1.0	A05	Vacant - deleted
Administration Officer Connected Care Stream	1.0	A05	Position filled - retained
Administration Officer Connected Care Stream	1.0	A05	Vacant - deleted
Administration Officer Priority Populations Stream	1.0	A05	Position filled - retained
Administration Officer Diagnostic Stream	1.0	A05	Position filled - retained
Administration Officer Critical Care Stream	1.0	A05	Vacant - retained

### Proposed New Positions

Position	FTE	Classification	Description
Executive Assistant, Director of Clinical Operations SCH	1.0	HM 1	Providing administration support to the Director of Clinical Operations and professional leadership to the site and stream administration roles.
Executive Assistant, Director of Clinical Operations CHW	1.0	HM 1	Providing administration support to the Director of Clinical Operations and professional leadership to the site and stream administration roles.

## Method of Filling Positions in the Proposed Structure

Pending finalisation of the consultation, appointment to positions within the new structure will progress as follow:

- **Preference Position matching**

Affected incumbents of the Stream Administration roles (AO5) will be preference matched to a position of the same classification in the new structure.

- **Advertisement with a merit-based selection process**

Advertisement for the following positions will be undertaken with a merit-based selection process in accordance with the NSW Health Policy Directive Recruitment and Selection of Staff to the NSW Health Service (PD2023\_024):

- i. Stream Administration roles (AO5) that remain vacant after the completion of the preference position matching process
- ii. Executive Assistant (HM1), Director of Clinical Operations SCH
- iii. Executive Assistant (HM1), Director of Clinical Operations CHW

Individual meetings with affected staff members will take place throughout the change process.

The proposed changes will be managed as per the NSW Health Policy Directive Managing Excess Staff of the NSW Health Service (PD2012\_021) noting that no redundancy is being proposed or supported as part of this proposal.



## Timetable for the Changes to Organisational Structure

Stage		Timescale
1	Meeting with staff to overview the proposal and notifications to Unions	23 September 2024
2	Continue to work with staff who may be affected re options	Ongoing
3	Consultation period close	8 October 2024
4	Consideration of staff and union feedback	11 October 2024
5	Final structure incorporating any changes identified during consultation	During the week of 14 October 2024
6	Communication of new structure	During the week of 14 October 2024
7	Implementation of new structure	From 21 October 2024

### Employee Assistance program

Employee Assistance Program (EAP) is a free strictly confidential and professional counselling service provided by the Sydney Children's Hospitals Network to all staff. Staff can access the program via AccessEAP (1800 818728)

### Feedback and Contact Details

Enquiries and feedback regarding the proposed structure should be addressed to:

Alan Porritt

Director of Clinical Operations, SCH

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Phone 02 9382 0716

Christie Breen

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[christie.breen@health.nsw.gov.au](mailto:christie.breen@health.nsw.gov.au)

Phone 02 9845 0509

### Appendix A – Proposed Position Descriptions

The position descriptions for the proposed roles within this Consultation Document as detailed in the table below.

Position	Page Number
Executive Assistant to the Director of Clinical Operations (HM1)	10



<b>POSITION TITLE</b> (200 characters limit)	Executive Assistant to the Director of Clinical Operations
<b>POSITION NUMBER (from Stafflink)</b> <b>MANDATORY</b> If this is a new position, acquire the position number after the new position has been created.	TBC
<b>AWARD</b>	Health Managers (State) Award
<b>POSITION CLASSIFICATION</b>	Health Mgr Lvl 1
<b>LOCATION</b>	Sydney Children's Hospitals Network
<b>DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?</b>	XYes No
<b>DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>PRIMARY PURPOSE</b> (2800 characters limit in ROB)	<p>The Executive Assistant, Director of Clinical Operations is responsible for the efficient management of site-based operational processes and performance.</p> <p>The Executive Assistant provides support to the site Director of Clinical Operations. This includes administration, preparation and presentation of data, Ministry of Health reporting, management of projects related to the improvement of operational efficiency at the relevant site and other functions related to the Director of Clinical Operations (DCO) portfolio.</p> <p>The Executive Assistant coordinates the activities of the site and stream administration officers, including allocating tasks, leave management, and professional development.</p> <p>The Executive Assistant will be required to undertake duties from time to time to support site and stream leads related to the Clinical Operations portfolio.</p>

<p><b>KEY ACCOUNTABILITIES</b>  <b>(3100 characters limit in ROB)</b> A high level description of the outcomes the role is expected to deliver.  <i>'Key Accountabilities' should be:</i>          - outcome focused, rather than process focused          - ordered in importance and/or frequency</p>	<p><b>Director of Clinical Operations support:</b></p> <ul style="list-style-type: none"> <li>• Develop and maintain office management systems for effective and efficient management of resources and communication.</li> <li>• Deliver a full range of administrative support services including but not limited to preparation of reports, presentations, briefings and agendas; type minutes in real time using a laptop; review, format and type documents for the Director.</li> <li>• Management of DCO diary and emails, including organising and prioritising workflow for timely completion.</li> <li>• Manage the regular reporting and performance requirements.</li> </ul>
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<p>- as specific to the role as possible while not detailing tasks.          There should be no more than 6-8 'Key Accountabilities' in total.</p>	<ul style="list-style-type: none"> <li>• Facilitate the Directorate's performance appraisal system and maintain a register of development plans.</li> <li>• Facilitate the Directorate's compliance with mandatory training and other governance requirements.</li> <li>• Management of records and documentation including copying, mailing, distribution and filing to ensure record keeping is maintained for the Directorate.</li> <li>• Present and always maintain a professional work area.</li> <li>• Co-ordinate recruitment and other administrative requirements for the Directorate, such as maintaining rosters and records of staff leave.</li> </ul> <p><b>Project Management:</b></p> <ul style="list-style-type: none"> <li>• Support the Director of Clinical Operations in undertaking project work that enables the achievement of identified goals and outcomes within the clinical operations directorate.</li> <li>• Coordinate deliverables within the Directorate, include supporting leaders within Clinical Operations to achieve agreed outcomes and timeframes</li> <li>• Prepare presentations and reports as required to support the Directorate.</li> </ul> <p><b>General Requirements:</b></p> <ul style="list-style-type: none"> <li>• Maintain good working relations with immediate team and the broader SCHN staff.</li> </ul> <p><b>Teamwork:</b></p> <ul style="list-style-type: none"> <li>• Professionally supervise the functioning of the Site and Stream leadership team. This includes allocating or reallocating work, supporting site and stream leads in the activities of the site directorate, and coordinating the professional development of team members.</li> <li>• Maintain the highest level of confidentiality in all matters including executive and directorate communications and meetings.</li> </ul> <p><b>Equipment and Software:</b></p> <ul style="list-style-type: none"> <li>• Advanced skills in setting up, using and problem solving issues relating to equipment and software such as personal computers and laptops, audio and visual conference equipment, printers, MS Word, Excel, Powerpoint, Outlook and other applications</li> </ul>
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<b>KEY CHALLENGES</b> <b>(max 3)</b> (700 characters limit) <i>The challenges that are regularly encountered in the role.</i>	Negotiating competing priorities in a busy and demanding work environment, while maintaining a high standard of outputs and customer service
	Ability to be flexible and adapt work practices to suit circumstances.

*The Key Challenges should not restate the Key Accountabilities. **There should be minimum of 1 and maximum of 3 "Key Challenges" in total.***

To prioritise the requirements of the role in supporting the DCO and site administration team and balance meeting these with undertaking and completing the required project work.

<b>KEY RELATIONSHIPS (internal)</b> <b>(max 3)</b> (200 characters limit) <i>The key stakeholders and customers the role is expected to interact with routinely, rather than periodically. Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant. All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</i>	<b>WHO</b>	<b>WHY</b>
	1. Director, Clinical Operations	To support the work of the office of the Director, a key member of the SCHN Executive team
	2. Team members within the clinical operations directorate and clinical streams.	To ensure internal and external stakeholders are supported and requests actioned in a timely manner.
	3. SCHN Executive team and support staff	To ensure work undertaken by the Directorate aligns with the work of the broader Executive team.

<b>KEY RELATIONSHIPS (external)</b> <b>(max 2)</b> (200 characters limit) <i>As above</i>	<b>WHO</b>	<b>WHY</b>
	Ministry of Health	To ensure that reporting required by the SCHN is undertaken and completed within specified timeframes.

<b>IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Other \$ _____ please specify the monetary value of the financial delegation (ex: 5000.00).
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<b>FINANCIAL DELEGATION</b>	<input checked="" type="checkbox"/> As per delegation manual
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<b>ESSENTIAL REQUIREMENTS</b> (700 characters in word)	<b>Vaccination Category (A or B):</b> A <b>WWCC (Yes/No):</b> Yes <b>Qualifications/ Licenses/ Registrations (award requirement):</b> N/A
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**Work Health and Safety:**

**Select which of the following applies:**

**Supervisor**

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and

	<p>others when making decisions that may impact upon the health, safety and welfare of those in the workplace.</p> <p style="text-align: center;"><b>OR</b></p> <p><b>Non-Supervisor</b> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing</p>
<p><b>SELECTION CRITERIA</b> (700 characters for each criteria in word) <b>(max 8)</b></p>	<ol style="list-style-type: none"> <li>1. Demonstrated success in delivering high level support services to Executive staff.</li> <li>2. Demonstrated exceptional office and project management skills and demonstrated excellent organisational skills.</li> <li>3. A degree in Business and/or Project Management, equivalent work experience, or a combination of study and work experience.</li> <li>4. Highly developed communication skills (written and oral) with an ability to interact with people at all levels.</li> <li>5. Demonstrated ability to show initiative and use sound judgment</li> <li>6. Demonstrated ability to work collaboratively, as part of a team as well as independently, with experience in people management.</li> <li>7. Demonstrated ability to manage a high workload, prioritise tasks whilst under sustained pressure, and maintain accuracy and attention to detail</li> <li>8. Meeting organisation and minute taking experience in real time using computers and proficient use of equipment and software to the level described in the position description.</li> </ol>
<p><b>OTHER REQUIREMENTS</b> <b>(Standard text do not amend)</b> (3100 characters in word)</p>	<p>Understand and practice person centred care.</p> <p>Work in partnership with consumers on improving and evaluating the delivery of services.</p> <p>Actively participate in quality improvement activities.</p> <p>Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.</p> <p>Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.</p> <p>Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.</p>