



South Eastern Sydney
Local Health District

Restructure Consultation Paper
Clinical Governance Unit
Creation of the Human Experience Hub
The Sutherland Hospital

August 2024



Comments or feedback on this proposal can be
submitted in writing to

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By 5 PM on **23 August 2024**

Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1	16/10/2023	Initial draft document	Nicole Borg Business Support & Project Officer
2	30/11/2023	Draft document - updates	Vicki Weeden General Manager
3	16/02/2024	Draft documents – updates	Nicole Borg Business Support & Project Officer
4	01/07/2024	Updates made after review by HR	Nicole Borg Business Support & Project Officer Vicki Weeden General Manager
5	24/07/2024	Edits	Nicole Borg Business Support & Project Officer

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1. Proposal

The Sutherland Hospital seeks to establish the Human Experience Hub (the Hub) which models itself on the NSW Health strategy “Elevating the Human Experience – Our guide to action for patient, family, carer, volunteer and caregiver experiences”.

“Human experience is not a project, nor is it a single initiative. It is the outcome of the organisational alignment of people, processes and place towards a common goal of providing exceptional experiences for all patients, families, carers and caregivers, from the first touch point to the last”

[*\(Elevating the Human Experience: Our Guide to action for patient, family, carer, volunteer and caregiver experiences – NSW Health 2021\)*](#)

1.1 Background

The Sutherland Hospital’s focus is our patients, carers, visitors, staff and community. The establishment of the Hub will provide support for our consumers and staff as well as engaging our local community in a positive manner. The Hub will focus on community and staff engagement, consumer feedback, volunteers, wellbeing and diversity health. All these facets will come together to increase engagement, provide support, and improve and develop our consumers and staff experience. The Hub will be easily accessible to staff, patients and visitors.

The Hub will align directly with National Standard 2, Partnering with Consumers, the NSW Health Human Experience Framework and SESLHD Exceptional Care, Healthier Lives 2022 – 2025 strategy.

1.2 Current Organisation Structure

Currently The Sutherland Hospital comprises of roles, under different directorates, that contribute and focus on the human experience.

These roles are:

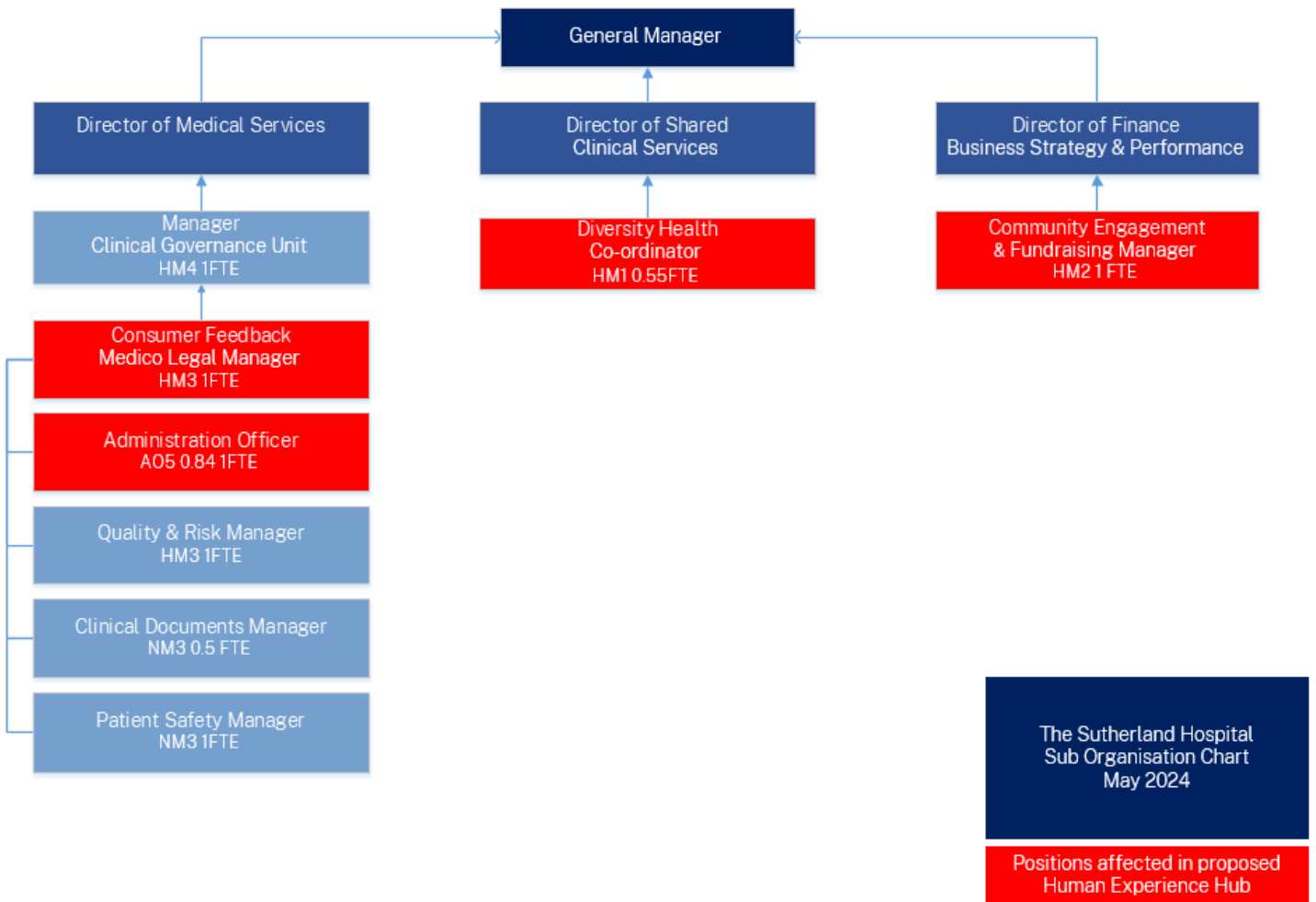
Consumer Feedback and Medico-Legal Manager – *Clinical Governance Unit*

Administration Officer – *Clinical Governance Unit*

Diversity Health Co-ordinator – *Shared Clinical Services Directorate*

Community Engagement and Fundraising Manager – *Finance Business Strategy and Performance Directorate*

1.3 Current Organisation Chart



1.4 Case for Change

The role of the Human Experience Hub is to provide advice, support and respond to all facets of community and staff engagement, wellbeing, diversity health and consumer feedback. The aim of which is to actively enable and support continuous improvement and development of a person centred and consumer engagement culture across the hospital.

In order to establish the Hub, it is necessary to bring existing positions under one area and create new roles to support this unit. These established roles originate from the Clinical Governance Unit (CGU), Shared Clinical Services and Finance Business Strategy & Performance Directorate.

It is proposed that Hub will report through the Director of Medical Services, with the Manager, Human Experience Hub reporting directly to the Manager, CGU. The CGU currently supports the Consumer Advisory Group and its Committee which will also come under the umbrella of the Hub.

2. Proposed Structure

It is proposed that the Human Experience Hub be comprised of the following roles:

2.1 Manager, Human Experience Hub

Health Manager (HM) Level 3 - 1.0FTE

This role will require clinical knowledge and understanding of the patient journey, diagnosis, models of care, clinical operations and management and will lead the Hub in providing expert advice and management on all facets of community, patient and staff engagement, wellbeing and diversity health. This includes consumer and staff feedback (complaints and compliments) and medico-legal responses. The role has a specific focus on the delivery of the NSW Ministry of Health, Elevating the Human Experience Framework – Our Guide to Action in relation to supporting improving and developing the consumer and staff experience aligned to the clinical and quality indicators. This role will also engage with the Sutherland Hospital Consumer Advisory Group and support the management of the Committee. The role will provide supervision of nominated consumer, staff, and patient engagement programs in collaboration with the Community Engagement and Fundraising Manager. The role is accountable for meeting key performance indicators and performance reporting to the Sutherland Hospital Patient Safety and Quality Committee and the SESLHD Clinical Quality Council.

It is proposed that this position be graded as a Health Manager Level 3. This role will report directly to the Manager, Clinical Governance Unit.

2.2 Consumer Experience Officer

Health Manager (HM) Level 1 - 1.0 FTE

The Consumer Experience Officer nurtures a supportive and professional environment to enhance the consumer experience. The role will support the Manager, Human Experience Hub, in relation to management of standard consumer feedback and complaints including assistance in preparation of responses and interaction with consumers. The role will provide administrative support to the Clinical Governance Unit, including the secretariat role for the Consumer Advisory Group and Patient Safety and Clinical Quality meetings. They will assist the Community Engagement and Fundraising Manager with volunteer services across The Sutherland Hospital and will engage with staff and teams in co-ordination of events (excluding fundraising events). The role will have links with the Diversity Health Co-ordinator to ensure a holistic and interactive approach to patients, staff and consumer experience is at the forefront of what we do. It is proposed that this role will report to the Manager, Human Experience Hub, Health Manager Level 3.

2.3 Diversity Health Co-ordinator

Health Manager (HM) Level 1 - 0.55 FTE

Diversity Health Co-ordinator is an established role that currently reports to the Director of Shared Clinical Services. The role aims to build the capacity of The Sutherland Hospital to provide sensitive, accessible and appropriate health services to patients, families and carers. It works to foster a proactive change within hospital cultures, policies and practices. It supports staff to develop collaborative, person-centred approaches to service delivery. The role also oversees the development and implementation of multicultural services, projects and programs within the local government areas of the Sutherland Shire. A key aspect of the role is to ensure that the health needs of people from Culturally and Linguistically Diverse (CALD) backgrounds are met through access to appropriate services and programs. It is proposed that this role will report to the Manager, Human Experience Hub, Health Manager Level 3.

2.4 Community Engagement & Fundraising Manager

Health Manager (HM) Level 2 – 1FTE

This is an established role that currently reports to the Director of Finance Business Strategy and Performance. This role is integral in the management of community events, fundraising and volunteer services. The role supports our consumers and our staff in relation to organisation of hospital events, recruiting and training our volunteers and implementing The Sutherland Hospital fundraising strategies. It is proposed that this role will have a dotted report line to the Manager, Human Experience Hub, Health Manager Level 3. In relation to funds raised, the role will still require operational reporting to Director of Finance Business Strategy and Performance.

2.5 Proposed Deleted Positions

2.5.1 Consumer Feedback and Medico-Legal Manager

Health Manager (HM) Level 3 – 1.0 FTE

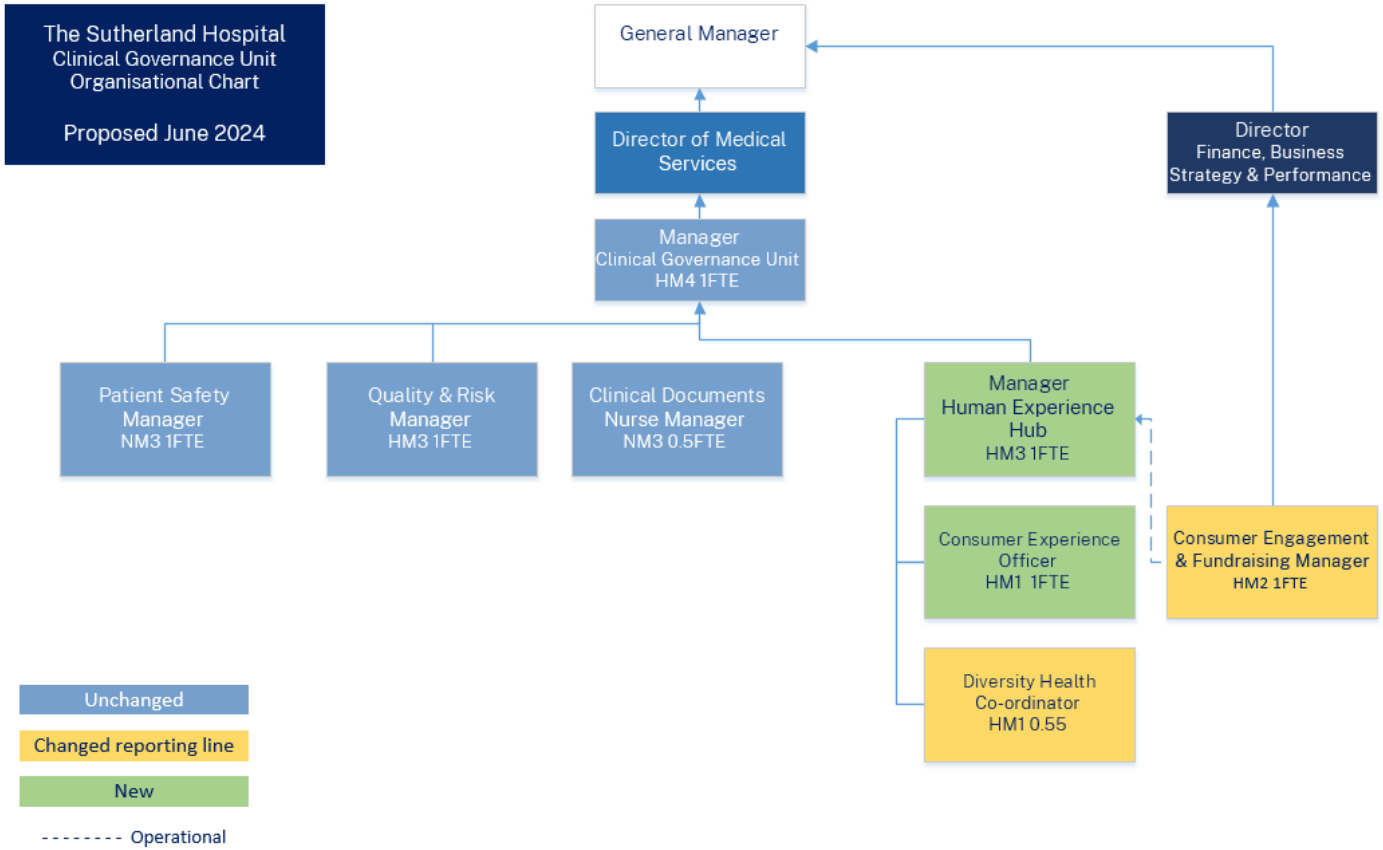
It is proposed to delete the Consumer Feedback and Medico Legal Manager, Health Manager Level 3 role and to create the new role of Manager, Human Experience Hub, Health Manager Level 3 position. The proposed new role Manager, Human Experience Hub, Health Manager Level 3 will provide expert advice and management on staff and consumer engagement in understanding the patient journey and management plans. This new role has broader management responsibilities and oversight of multiple areas, including community engagement, diversity health, wellbeing and campus events management, in addition to management of consumer feedback and medico legal matters.

2.5.2 Administration Officer, Clinical Governance Unit

AO Level 5 - 0.84 FTE

It is proposed to delete the Administration Officer, Level 5 role and create the Consumer Experience Officer, Health Manager Level 1 position. The new proposed role will undertake the key elements of the Administration Officer, Level 5 position in addition to the new responsibilities of managing standard consumer feedback and complaints including assistance in preparation of responses and interaction with consumers. It will also assist the Community Engagement & Fundraising Manager in coordinating events and volunteer services.

2.6 Proposed Organisation Chart



3. Proposed changes to Positions

3.1 Positions with Changes to Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Diversity Health Co-ordinator	Change of reporting line from Director of Shared Clinical Services to Manager, Human Experience Hub	Filled	Yes
2	Community Engagement & Fundraising Manager	Change includes an additional dotted reporting line to the Manager, Human Experience Hub	Filled	Yes

Both these roles are integral to supporting the human experience framework and as such aligning them with the Manager, Human Experience Hub will further embed these services into the consumer, staff and patient experience model.

3.2 Proposed New Positions

No.	Position Title	Recruitment or Matching Expected
1	Manager, Human Experience Hub, Health Manager Level 3 1FTE	Recruitment
2	Consumer Experience Officer, Health Manager Level 1 1FTE	Recruitment

3.3 Proposed Deleted Positions

No.	Position Title	Summary of Change	Incumbent Affected
1	Consumer Feedback & Medico Legal Manager, Health Manager Level 3 at 1FTE	This role will be deleted.	Yes
2	Administration Officer, Level 5 at 0.84 FTE	This role will be deleted.	Yes

3.4 Positions with Changed Responsibilities

No.	Position Title	Summary of Proposed Change
1	Director of Shared Clinical Services	Diversity Health Co-ordinator will no longer report to this position.

4. Consultation

This restructure consultation paper and the draft position descriptions will be released for consultation. The Director of Medical Services will have individual discussions with all position holders who are directly impacted by the proposal during the consultation period.

The Health Services Union will be notified of the proposal and provided with the Restructure Consultation Paper and invited to comment on the proposal. Consultation is in accordance with NSW Health Policy PD2012_021 *Managing Excess Staff of the NSW Health Service*.

5. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Restructure Consultation documents completed	Restructure Consultation Paper	24 July 2024

Initial consultation period / awareness discussions with Executive		5 August 2024
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	6 August 2024
Consultation period closes	-	23 August 2024
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	26 August 2024
Final consultation document incorporating any changes identified during consultation circulated	Restructure Consultation Paper (Final)	2 September 2024
Written advice issued to affected staff	Letter to advise of 'affected status'	2 September 2024
Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to position	N/A
Vacant positions advertised	Through merit selection recruitment process	2 September 2024
Selection process for positions commences	Assessment of applications and interviews	23 September 2024
Written advice issued to staff appointed to positions	Letter to advise of appointments	30 September 2024
Employees not matched to the positions by Workforce Mobility Placement (WMP) team to be declared excess employees	Letter issued to the employees offering voluntary redundancy or option to seek employment for three-month period.	After 8 weeks period from date of referral to the WMP

6. Position Descriptions

No.	Document description
1.	Consumer Experience Officer (draft - to be graded)
2.	Manager, Human Experience Hub (draft - to be graded)

6.1 Consumer Experience Officer

Facility/Service	The Sutherland Hospital
Department	Clinical Governance Unit
• Manager	Manager, Human Experience Hub
• Position Number	
• Cost Centre	163136 TSH Clinical Practice Improvement

Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (*) are mandatory

Does this role require Job Demand Check List?	YES	<i>All positions require a Job Demand Checklist to be completed</i>
Position Description Title *:	Consumer Experience Officer	
Does this role require Multiple Awards? Specific classifications (if applicable):	NO	<i>If Yes, Please list each Classification and grade below</i>
Award*	Health Managers (State) Award	
Position Classification*	Health Manager Level 1	
Job Category Coding (ROB)*	Administration and Health Records	
Job Classification Coding (ROB)*	Administration	
Speciality Coding (ROB)		
Does this require Senior Executive Level Standards?	NO	Choose Yes or No depending on the scope and role of the position holder
Does this role manage or supervise others?*	NO	Choose Yes or No depending on the scope and role of the position holder
Primary Purpose of the role* A concise summary of the primary purpose of the role, answering the question:	<i>(Mandatory)</i>	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
	<i>(Free Text)</i>	This role is responsible for providing administrative support for the Human Experience Hub and Clinical Governance Unit. The role will also support the Manager, Human Experience Hub with management of standard consumer feedback and complaints, including assistance in preparation of responses and interaction

<p>“Why does this role exist?”</p>		<p>with consumers. The role will also assist the Community Engagement and Fundraising Manager with volunteer services across The Sutherland Hospital with engagement with staff and teams in co-ordination of events (excluding fundraising events).</p>
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Section 2 – Key Accountabilities

Describe what is expected of the position and express the end results required of the position. Each accountability statement should comprise a responsibility and an expected outcome. This part of the position description describes "what" is performed and "why" it is performed.

<p>Standard Key Accountabilities*</p>	<p>(Free Text)</p>	<ul style="list-style-type: none"> • Provide advice, support and guidance in accordance with systems and processes of the Human Experience Hub and Clinical Governance Unit whilst taking into consideration client needs to enhance consumer experience. • Build and maintain effective relationships with key stakeholders to ensure priorities are met. • Prepare high level written correspondence such as self-initiated briefs, reports, <i>agendas</i>, minutes and other written materials. • Coordinate and engage with staff, teams and supporters to organise diversity health and wellbeing events. Assist the Community Engagement and Fundraising Manager in the co-ordination and support of the Sutherland Hospital volunteers. • Assist the Manager, Human Experience Hub with completion of standard consumer and complaints feedback responses. • Provide administrative support as secretariat to the Consumer Advisory Group and Patient Safety and Clinical Quality Committee. • Assist with the development and implementation of policies, procedures, standards and practices in accordance with legislative and professional requirements to ensure consistent delivery of quality services to staff and consumers. • Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values, through demonstrated behaviours and interactions with patients/clients/employees. • Maintain responsibilities for personal and professional development by participating in training/education activities, and performance reviews in order to continuously improve the level and quality of service. All staff are expected to take reasonable care that their actions do not adversely affect the health and safety of others, that they comply with any reasonable instruction that is given to them and with any reasonable policies/procedures relating to health or safety in the workplace, as well as notifying any hazards/risks or incidents to their managers.
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Section 3 – Key Challenges

This section describes the complexity of the job, the influences on it, and the influence that it has. The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 "Key Challenges" in total. Write two or three sentences concise statements

Challenges	<ul style="list-style-type: none"> ▪ Planning and prioritising high volumes of work with conflicting and critical deadlines. ▪ Attending to a wide variety of day to day related administrative tasks and resolving them on behalf of Manager/Business Unit. ▪ Responding and acting in relation to tight timeframes, often co-ordinating responses from other staff.
Decision Making	<ul style="list-style-type: none"> ▪ The Consumer Experience Officer is required to seek all relevant information and use their influencing skills in order to achieve an outcome which is beneficial to all parties ensuring work objectives are met. ▪ Undertakes negotiations around timelines for delivery of services.
Communication	<ul style="list-style-type: none"> ▪ Internally, the Consumer Experience Officer is required to communicate regularly with the Manager, Human Experience Hub and Community Engagement & Fundraising Manager. ▪ Externally, the Consumer Experience Officer will develop and maintain effective relationships with consumers and patients where this relates to consumer feedback and volunteer services.

Section 4 – Key Relationships

The key Internal/External stakeholders and customers the role is expected to interact with routinely, rather than periodically. Concentrating on those communication requirements that are critical to the achievement of the role's primary objective(s).

Key Internal Relationships	Who?	Manager, Human Experience Hub
	Why?	Develop relationship to ensure most effective delivery of responsibilities
	Who?	Community Engagement and Fundraising Manager
	Why?	Collaboration in regard to management and coordination of events
	Who?	Colleagues and internal stakeholders
	Why?	Develop and build relationships to ensure a collaborative, person-centred approaches to service delivery
Does this role routinely interact with external stakeholders ?		YES
Key External Relationships	Who?	Consumers, patients and families
	Why?	Develop and build relationships to ensure a collaborative, person-centred approaches to service delivery
	Who?	Community members
	Why?	Develop and build relationships to ensure effective promotion of diversity health and well-being events
Is this a Public Senior Executive Role which manages relationship at the Ministerial level?		NO

Section 5 – Staffing/Responsible for

Number of direct and indirect reports to position.

Direct Reports	0
Indirect Reports	0

Section 6 – Financial Delegation

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	As per SESLHD Delegation Manual
Other \$	As per SESLHD Delegation Manual

Section 7 – Essential Requirements

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> All staff are required to complete and submit a Pre-employment Health Declaration Form Dependant on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check <i>Staff who supervise others:</i> As a leader you are expected to actively support and demonstrate your commitment to the organisation’s safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable. <i>Staff who do not supervise others:</i> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.
	<i>(Free Text)</i>	

Section 8 – Selection Criteria

The selection criteria should be based on the accountabilities that have been identified for the position and are used to make sound and fair selection decisions. Please add all standard selection criteria in to separate Selection Criteria boxes.

1	Relevant tertiary qualifications and/or relevant equivalent work experience managing consumer/client experience, feedback and complaints or a combination of study and work experience.
2	Demonstrated ability in using initiative in improving the consumer engagement and experience.
3	Demonstrated ability in carrying out high level administrative functions, effective time management skills and the ability to work independently and as part of a team.
4	Demonstrated ability in building effective relationships with key stakeholders.
5	Demonstrated excellent written and verbal communication skills with the ability and experience in preparing agendas, minutes, briefings, letters and reports.
6	Ability to coordinate workplace events to engage staff and consumers.

Section 9 – Other Requirements (Optional)

Other requirements are to be populated where audit essential requirements have been identified in the position.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees <i>Staff who supervise others:</i> Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit <i>Staff who supervise others:</i> Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
	<i>(Free Text)</i>	

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Disqualification Questions	<i>Currently Unavailable</i>
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Section 11 – Capabilities for the Role – Currently NOT being utilised for HM roles in Health

The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

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.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus?	Capability	Level
Personal Attributes	<input type="checkbox"/>	Display Resilience and Courage	Choose an item.
	<input type="checkbox"/>	Act with Integrity	Choose an item.
	<input type="checkbox"/>	Manage Self	Choose an item.
	<input type="checkbox"/>	Value Diversity	Choose an item.
Relationships	<input type="checkbox"/>	Communicate Effectively	Choose an item.
	<input type="checkbox"/>	Commitment to Customer Service	Choose an item.
	<input type="checkbox"/>	Work Collaboratively	Choose an item.
	<input type="checkbox"/>	Influence and Negotiate	Choose an item.
Results	<input type="checkbox"/>	Deliver Results	Choose an item.
	<input type="checkbox"/>	Plan and Prioritise	Choose an item.
	<input type="checkbox"/>	Think and Solve Problems	Choose an item.
	<input type="checkbox"/>	Demonstrate Accountability	Choose an item.
Business Enablers	<input type="checkbox"/>	Finance	Choose an item.
	<input type="checkbox"/>	Technology	Choose an item.
	<input type="checkbox"/>	Procurement and Contract Management	Choose an item.
	<input type="checkbox"/>	Project Management	Choose an item.
People Management	<input type="checkbox"/>	Manage and Develop People	Choose an item.
	<input type="checkbox"/>	Inspire Direction and Purpose	Choose an item.
	<input type="checkbox"/>	Optimise Business Outcomes	Choose an item.
	<input type="checkbox"/>	Manage Reform and Change	Choose an item.

Section 12 – Job Demands Checklist – MUST be completed as relevant to the role

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment.

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/ hazardous materials – note: N/A is not acceptable	Infrequent
Sitting – remaining in a seated position to perform tasks	Frequent
Standing – remaining standing without moving about to perform tasks	Occasional
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	Frequent
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	Not Applicable
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Not Applicable
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Not Applicable
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Occasional
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Occasional
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Not Applicable
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Not Applicable
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Not Applicable
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Not Applicable
Hand and Arm Movements – repetitive movements of hands and arms	Frequent
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Frequent
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Occasional
SENSORY DEMANDS - Description (Comment)	FREQUENCY
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Constant
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Constant
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Not Applicable
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Infrequent
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Not Applicable
Unpredictable People – e.g. dementia, mental illness, head injuries	Not Applicable
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Not Applicable

Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Not Applicable
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Not Applicable
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Not Applicable
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Not Applicable
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

Word Counts

Section 1	<i>Position Title</i>	200 characters
	<i>Primary Purpose of the Role</i>	3400 characters
Section 2	<i>Standard Key Accountabilities</i>	3500 characters
Section 3	<i>Key Challenges – Challenges</i>	1000 characters
	<i>Key Challenges – Decision Making</i>	1000 characters
	<i>Key Challenges – Communication</i>	1000 characters
Section 4	<i>Key Relationships – Who (each)</i>	200 characters
	<i>Key Relationships – Why (each)</i>	500 characters
Section 7	<i>Essential Requirements</i>	3500 characters
Section 8	<i>Selection Criteria (each)</i>	1000 characters
Section 9	<i>Other Requirements</i>	3800 characters
Section 10	<i>Disqualification Questions</i>	200 characters

6.2 Manager, Human Experience Hub

Facility/Service	The Sutherland Hospital
Department	Clinical Governance Unit
• Manager	Manager Clinical Governance Unit
• Position Number	<i>The Position Number should be left blank if this is a new position.</i>
• Cost Centre	163136 TSH Clinical Practice Improvement

Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (*) are mandatory

Does this role require Job Demand Check List?	YES	
Position Description Title *	Manager, Human Experience Hub	
Does this role require Multiple Awards? Specific classifications (if applicable):	NO	<i>If Yes, Please list each Classification and grade below</i>
Award*	Health Managers (State) Award	
Position Classification*	Health Manager Level 3	
Job Category Coding (ROB)*	Administration	
Job Classification Coding (ROB)*	Administration Manager	
Speciality Coding (ROB)		
Does this require Senior Executive Level Standards?	NO	
Does this role manage or supervise others?*	YES	
Primary Purpose of the role* A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"	<i>(Mandatory)</i>	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
	<i>(Free Text)</i>	The role has a specific focus on the delivery of the NSW Ministry Human Experience Framework - Elevating the Human Experience - Our Guide to Action. This role will lead The Sutherland Hospital's (Human Experience Hub in providing expert advice and management on staff and consumer engagement, wellbeing and diversity health. This role will also provide leadership to actively enable and support continuous improvement and will ensure the

		continued development and implementation of a person centred and consumer engagement culture across The Sutherland Hospital (TSH).
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Section 2 – Key Accountabilities

Describe what is expected of the position and express the end results required of the position. Each accountability statement should comprise a responsibility and an expected outcome. This part of the position description describes "what" is performed and "why" it is performed.

<p>Standard Key Accountabilities*</p>	<p><i>(Free Text)</i></p>	<ul style="list-style-type: none"> • Manage and provide effective leadership to the Human Experience Hub team to ensure quality and timely delivery of services in relation to consumer engagement, patient experience, volunteer services, quality improvement, wellbeing, diversity health and campus events • Apply clinical understanding around the patient journey, diagnosis, management and models of care, to enable appropriate management and responses to feedback/complaints to address any gaps and improve the patient journey and consumer experience. • Provide high level quality responses to all stakeholders to ensure all complaints are received, acknowledged and responded to within appropriate timeframes. • Manage and respond to medico-legal requests to ensure a timely and informed responses. • Educate, train and professionally develop staff in point of care complaint management/dealing with difficult situations and partnering with consumers. • Manage the TSH Consumer Advisory Group and support TSH’s consumer representatives. • Accountable for meeting key performance indicators and performance reporting to appropriate TSH committees and the SESLHD Clinical Quality Council. This includes high level analytical data, and compilation and dissemination of reports to support the review of formal complaints, outcomes and trends. • Build and maintain strategic relationships by liaising, consulting, and negotiating with internal and external stakeholders to identify key trends, complaint data and provide advice on appropriate system improvements. • Using the NSW Ministry Human Experience Framework - Elevating the Human Experience - Our Guide to Action, to promote continual improvement by establishing and reviewing performance indicators and relevant reporting systems to deliver a superior service. • Contribute at a senior level to the development and implementation of business and strategic plans to meet business objectives in relation to the Human Experience Hub.
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		<ul style="list-style-type: none"> • Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees. • Maintain responsibilities for personal and professional development by participating in training/education activities, and performance reviews in order to continuously improve the level and quality of service. • All staff are expected to take reasonable care that their actions do not adversely affect the health and safety of others, that they comply with any reasonable instruction that is given to them and with any reasonable policies/procedures relating to health or safety in the workplace, as well as notifying any hazards/risks or incidents to their managers. • Recruit, coach, mentor, and initiate performance agreements for the Human Experience Hub Team to develop the capabilities of the team to undertake changing roles, responsibilities and accountabilities and to provide for succession within the unit. • Manage resources, budgets, assets, projects, and staffing to maximise achievement of goals and required level of skills and performance • Comply with and implement the NSW Health Work Health and Safety Better Practice Procedures by identifying, assessing, eliminating/controlling and monitoring hazards and risks within the workplace, to the extent of delegated authority for the role.
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Section 3 – Key Challenges

This section describes the complexity of the job, the influences on it, and the influence that it has. The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 "Key Challenges" in total. Write two or three sentences concise statements

Challenges	<ul style="list-style-type: none"> ▪ Leading consultation with internal and external stakeholders, often where there are competing needs/objectives. ▪ Managing time and prioritising issues given the diverse range of issues encountered simultaneously and work demands flowing from a number of sources.
Decision Making	<ul style="list-style-type: none"> ▪ The Manager, Human Experience has substantial autonomy in the management of staff and/or other resources of the Human Experience Hub to achieve work objectives. ▪ Developing and sustaining a service and workforce that is flexible, adaptable, and resilient providing quality services in a complex and ever-changing environment. ▪ Determining best use of limited resources to meet competing consumer, staff and patient needs and expectations and dealing with high volume workloads whilst concurrently managing to achieve positive outcomes.

Communication	<ul style="list-style-type: none"> ▪ The Manager, Human Experience Hub is required to communicate regularly with senior clinical staff in relation to complaints, the Consumer Advisory Group and the wider hospital consumer group. ▪ The manager, Human Experience Hub will develop and maintain effective relationships with SESLHD Executive Services, SESLHD Clinical Governance Unit, Health Care Complaints Commission (HCCC) and community groups.
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Section 4 – Key Relationships

The key Internal/External stakeholders and customers the role is expected to interact with routinely, rather than periodically. Concentrating on those communication requirements that are critical to the achievement of the role’s primary objective(s).

Key Internal Relationships	Who?	Manager Clinical Governance Unit
	Why?	Line manager – advise and collaborate on system improvements
	Who?	Consumer Experience Officer
	Why?	Direct report
	Who?	Diversity Health Co-ordinator
	Why?	Direct report
Does this role routinely interact with external stakeholders ?		YES
Key External Relationships	Who?	Health Care Complaints Commission (HCCC) and Ministry of Health
	Why?	Complaint responses
	Who?	Consumers, patients and families
	Why?	To promote continual improvement and/or development of a person centred and consumer engagement culture in the delivery of service.
Is this a Public Senior Executive Role which manages relationship at the Ministerial level?		NO

Section 5 – Staffing/Responsible for

Number of direct and indirect reports to position.

Direct Reports	2
Indirect Reports	1

Section 6 – Financial Delegation

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	As per SESLHD Delegation Manual
Other \$	As per SESLHD Delegation Manual

Section 7 – Essential Requirements

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> • All staff are required to complete and submit a Pre-employment Health Declaration Form • Dependant on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check
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		<ul style="list-style-type: none"> • <i>Staff who supervise others:</i> As a leader you are expected to actively support and demonstrate your commitment to the organisation’s safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable. • <i>Staff who do not supervise others:</i> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.
	(Free Text)	

Section 8 – Selection Criteria

The selection criteria should be based on the accountabilities that have been identified for the position and are used to make sound and fair selection decisions. Please add all standard selection criteria in to separate Selection Criteria boxes.

1	Relevant tertiary qualifications and/or relevant equivalent work experience in managing consumer/patient experience, feedback, complaints and medico-legal responses or a combination of study and work experience.
2	Demonstrated strong leadership and management skills to enhance staff performance, influence workplace culture, and lead change.
3	Extensive knowledge of contemporary issues in the clinical management of the patient journey, diagnosis and consumer experience management/customer service in a health care setting.
4	Demonstrated high level verbal and written communication skills, interpersonal, negotiation and influencing skills with a strong customer service approach.
5	Demonstrated high level analytical and problem-solving skills including the ability to provide authoritative advice and recommendations across a large and complex organisation.
6	Demonstrated ability to develop and maintain effective working relationships with senior management, and other key stakeholders.
7	Applied knowledge and skill in conflict resolution and conciliation and advocacy methodologies.

Section 9 – Other Requirements (Optional)

Other requirements are to be populated where audit essential requirements have been identified in the position.

Other Requirements	(Mandatory)	<ul style="list-style-type: none"> Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees <i>Staff who supervise others:</i> Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit <i>Staff who supervise others:</i> Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
	(Free Text)	

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Disqualification Questions	<i>Currently Unavailable</i>
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Section 11 – Capabilities for the Role – **Currently NOT being utilised for HM roles in Health**

The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

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.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus?	Capability	Level
Personal Attributes	<input type="checkbox"/>	Display Resilience and Courage	Choose an item.
	<input type="checkbox"/>	Act with Integrity	Choose an item.
	<input type="checkbox"/>	Manage Self	Choose an item.
	<input type="checkbox"/>	Value Diversity	Choose an item.
Relationships	<input type="checkbox"/>	Communicate Effectively	Choose an item.

	<input type="checkbox"/>	Commitment to Customer Service	Choose an item.
	<input type="checkbox"/>	Work Collaboratively	Choose an item.
	<input type="checkbox"/>	Influence and Negotiate	Choose an item.
Results	<input type="checkbox"/>	Deliver Results	Choose an item.
	<input type="checkbox"/>	Plan and Prioritise	Choose an item.
	<input type="checkbox"/>	Think and Solve Problems	Choose an item.
	<input type="checkbox"/>	Demonstrate Accountability	Choose an item.
Business Enablers	<input type="checkbox"/>	Finance	Choose an item.
	<input type="checkbox"/>	Technology	Choose an item.
	<input type="checkbox"/>	Procurement and Contract Management	Choose an item.
	<input type="checkbox"/>	Project Management	Choose an item.
People Management	<input type="checkbox"/>	Manage and Develop People	Choose an item.
	<input type="checkbox"/>	Inspire Direction and Purpose	Choose an item.
	<input type="checkbox"/>	Optimise Business Outcomes	Choose an item.
	<input type="checkbox"/>	Manage Reform and Change	Choose an item.

Section 12 – Job Demands Checklist – **MUST be completed as relevant to the role**

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment.

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/ hazardous materials – note: N/A is not acceptable	Infrequent
Sitting – remaining in a seated position to perform tasks	Constant
Standing – remaining standing without moving about to perform tasks	Infrequent
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	Frequent
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	Not Applicable
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Not Applicable
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Not Applicable
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Occasional
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Occasional
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Not Applicable
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Not Applicable
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Not Applicable
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Not Applicable
Hand and Arm Movements – repetitive movements of hands and arms	Frequent
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Frequent
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Not Applicable
SENSORY DEMANDS - Description (Comment)	FREQUENCY

Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Repetitive
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Repetitive
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Not Applicable
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Occasional
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Not Applicable
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Not Applicable
Noise – environmental/background noise necessitates people raise their voice to be heard	Not Applicable
Inadequate Lighting – risk of trips, falls or eyestrain	Not Applicable
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Not Applicable
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Not Applicable
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

Word Counts


Section 1	<i>Position Title</i>	200 characters
	<i>Primary Purpose of the Role</i>	3400 characters
Section 2	<i>Standard Key Accountabilities</i>	3500 characters
Section 3	<i>Key Challenges – Challenges</i>	1000 characters
	<i>Key Challenges – Decision Making</i>	1000 characters
	<i>Key Challenges – Communication</i>	1000 characters
Section 4	<i>Key Relationships – Who (each)</i>	200 characters
	<i>Key Relationships – Why (each)</i>	500 characters



Section 7	<i>Essential Requirements</i>	3500 characters
Section 8	<i>Selection Criteria (each)</i>	1000 characters
Section 9	<i>Other Requirements</i>	3800 characters
Section 10	<i>Disqualification Questions</i>	200 characters

7. Endorsement

Executive Sponsor

Name	Vicki Weeden
Position Title	General Manager, The Sutherland Hospital & Garrawarra Centre
Signature	
Date	6 August 2024