

UNDERWOOD

EXECUTIVE



EXECUTIVE DIRECTOR, WORKFORCE



Government of South Australia

SA Health

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Contents

Career Opportunity 2
SA Health at a Glance..... 3
Vision and Strategy..... 4
The Role..... 5
Candidate Criteria 7
Media Links..... 8

Career Opportunity – Executive Director, Workforce

- / STRATEGIC HR LEADERSHIP ROLE
- / LEAD A CONTEMPORARY PEOPLE STRATEGY
- / SHAPE & DRIVE CULTURE CHANGE

The Department for Health and Wellbeing (DHW) is committed to protecting and improving the health of all South Australians. The department believes in health for all, with a focus on wellbeing, illness prevention, early intervention and quality care. As an administrative unit under SA Health, the department assists the Minister for Health and Wellbeing to set the policy framework and strategic directions for SA Health. An Executive Director (ED), Workforce is now sought to partner with the executive leadership team, to deliver a contemporary workforce function and lead a team of up to 50 HR professionals.

A newly created role, the ED, Workforce is responsible for building a culture of integrity, inclusivity and accountability across SA Health. Working with leaders from across the local health networks and SA Ambulance Service, you will establish the strategic HR agenda for a 30,000 plus workforce. As a thought leader, you will develop strategies to assist operational implementation across workforce development, operational practices, employee relations and business improvements to ensure a more coherent system wide approach.

A strategic HR leader, you will have a proven track record developing and owning a HR strategy and forming key partnerships to drive organisational reform. A natural collaborator, you will demonstrate credibility and influence in complex, multifaceted environments, preferably with an understanding of government, as well as demonstrated knowledge of contemporary HR practices.

This is the leading HR executive opportunity in the South Australian government to drive change. This role will enable you to make a real difference by shaping strategic thinking and championing a cultural evolution, with a focused effort on bringing people together, to deliver significant reform for the health system, state and community.

Applications should be forwarded to the attention of Nicole Underwood in Word format. Confidential enquires are welcome to Nikki Hentschke on (08) 8214 8020.

SA Health at a Glance

SA Health is committed to protecting and improving the health of all South Australians by providing leadership in health reform, public health services, health and medical research, policy development and planning, with an increased focus on wellbeing, illness prevention, early intervention and quality care.

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Wellbeing.

The portfolio consists of:

- Department for Health and Wellbeing
- SA Ambulance Service
- Barossa Hills Fleurieu Local Health Network
- Central Adelaide Local Health Network
- Eyre and Far North Local Health Network
- Flinders and Upper North Local Health Network
- Limestone Coast Local Health Network
- Northern Adelaide Local Health Network
- Riverland Mallee Coorong Local Health Network
- Southern Adelaide Local Health Network
- Women's and Children's Health Network
- Yorke and Northern Local Health Network

Additionally, Wellbeing SA and the Commission on Excellence and Innovation in Health are attached offices, aligned to the Department.

The Department for Health and Wellbeing directly assists the Minister for Health and Wellbeing to set the policy framework and strategic directions for SA Health. The department supports the delivery of public health services, formulates health policy, facilitates public and consumer consultation on health issues, and monitors the performance of South Australia's health system by providing timely advice, research and administrative support.



Vision and Strategy

SA Health aims to guarantee South Australians the best health in Australia. It envisages a future where South Australia's health system is trusted and valued by all South Australians, recognised and respected across the globe as the standard for excellence and a source of inspiration and learning for health systems and workers everywhere.

To achieve this, SA Health will -

- Improve the health literacy of the population
- Prevent chronic disease, communicable disease and injury, and exacerbation of established chronic disease
- Partner with individuals, families and communities to enhance their health and wellbeing
- Support individuals and their families through recovery
- Create healthier neighbourhoods and communities
- Respond when needed to manage acute conditions and injuries
- Assist individuals and families to adapt to changes in their health and wellbeing overtime, including at end of life
- Protect against public and environmental health risks and adapt to climate change
- Ensure services are culturally appropriate.

More than 30,000 people work in the state funded component of the health system in SA with many more employed through the private and not for profit sectors. These people are SA Health's largest and most important asset and the long term sustainability of the system depends on ensuring the workforce are well trained and supported to deliver the services and programs required.

SA Health provides many important services to the South Australian community including:

- Public hospitals
- Metropolitan and country health service delivery
- Environmental health
- Communicable disease control
- Epidemiology
- Health promotion
- Ageing well initiatives
- Breastscreen services
- Biomedical engineering
- Pathology services
- Drug and alcohol services
- Emergency and ambulance
- Organ donation

In July 2019, 10 Local Health Network Governing Boards were established to ensure the operations of the incorporated hospitals are carried out efficiently, effectively and economically and to provide strategic oversight of operational performance. The Department took on a revised role, complementing and supporting the Local Health Networks, SA

Ambulance Service and other portfolio entities by providing high level system leadership across the portfolio.

The newly created role of Executive Director Workforce is integral in enabling the revised governance arrangements across SA Health, and in successfully supporting colleagues in achieving required workforce outcomes for the SA health system.

The Role

Broad Function

The Department for Health and Wellbeing will provide leadership and direction across the system to support this workforce development, creating an environment that allows service providers to operate successfully and adopt innovative practices and approaches to meet the needs of their communities.

The Executive Director Workforce role is responsible for effectively delivering the workforce services functions for the Department for Health and Wellbeing, leading a team of approximately 50 HR professionals.

The Executive Director will work in partnership with the Local Health Networks (LHNs) to set the strategic HR agenda for a 30,000 plus workforce, providing strategic leadership to enable the prediction of an effective concept of the health workforce of the future, working with the LHNs and the Department to create the conditions for success that will realise the vision.

The Executive Director will work in partnership with the HR Directors within the 10 LHNs to set the people strategy and achieve the workforce outcomes and will work collaboratively with other HR Executives from other agencies to set the sector-wide HR strategy.



Key Challenges for the Executive Director

- Influencing the development of an effective workforce plan to drive systemic performance and productivity improvements across SA Health
- Enabling increased workforce and management capabilities for the health system that will drive future service requirements
- Initiating and supporting required cultural reform initiatives across SA Health that will promote effective health outcomes
- Driving workforce change processes that ensure effective and efficient health reform as required by Government or as determined by SA Health



Key Relationship Requirements

- The Executive Director Workforce will establish strong relationships with the Chief Executive, Deputy Chief Executives and key Executives across SA Health and will promote and influence the strategic direction for the health workforce as required
- The role will build effective working relationships with LHN CEOs and executives and relevant managers within the human resource field across SA Health, other government agencies and the public sector
- The Executive Director will develop pertinent affiliations with strategically aligned external partners and bodies representing the wider national HR community, State and Federal governments and other agencies to discuss and develop relevant workforce matters
- The Executive Director will represent the Department on across-portfolio issues within government and jurisdictional committees and tribunals, as required



Candidate Criteria

The Department for Health and Wellbeing is seeking a candidate with substantial skills and expertise to build capability and energise the HR profession within a large, complex environment. The ideal person will have:

- Relevant tertiary qualifications and proven strategic leadership and management of a Human Resources service in a diverse and complex organisation that is subject to constant change
- Proven experience in influencing senior leaders to facilitate the achievement of organisational goals
- Significant experience in strategic thinking, operational workforce planning and service provision that drives performance, governance and system improvements
- A strategic thinker, capable of taking a systems thinking approach to workforce reform
- Highly effective influencer who is able to demonstrate proven expertise in leading reform/transformation in a complex and devolved environment
- Knowledge or experience in health or a related field is preferable

Further details can be found in the role statement attached.

Core Competencies

Government executives are required to demonstrate the behaviours under each of the five core competencies as outlined in the South Australian Executive Service (SAES) Competency Framework.

The SAES is a community of executives from the South Australian public service, united by its purpose to help people and businesses in South Australia thrive. Founded in shared values, collective leadership and a prospective outlook, SAES works to improve the quality of strategic policy and service delivery for South Australia. SAES does this by:

- Enabling better problem solving approaches to the complex problems faced by our community
- Breaking down silos to deliver effective and sustainable outcomes
- Understanding and acting on future challenges and opportunities
- Ensuring a predictable and high level of capability and competence
- Demonstrating excellence within their individual roles complemented by collegiate contributions across government

Further information can be found at:

<https://publicsector.sa.gov.au/wp-content/uploads/20080101-SAES-Competency-Framework.pdf>

Media Links

SA Health's Website

<https://www.sahealth.sa.gov.au/>



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UNDERWOOD / **TAKING**
EXECUTIVE **TALENT**
 FURTHER

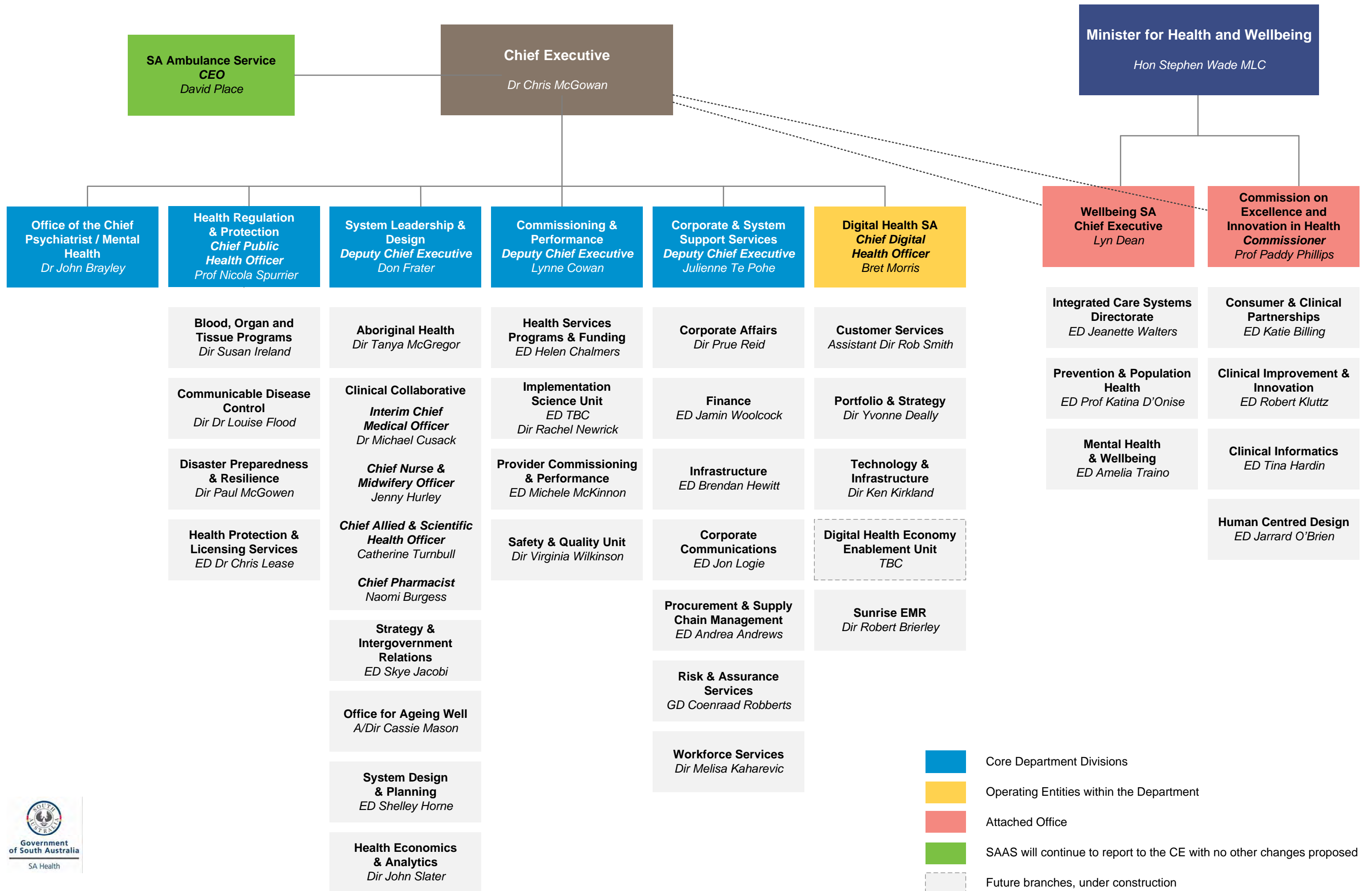


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Appendix 1 – Organisational Structure



- Core Department Divisions
- Operating Entities within the Department
- Attached Office
- SAAS will continue to report to the CE with no other changes proposed
- Future branches, under construction

Appendix 2 - Role Statement



ROLE STATEMENT

ROLE TITLE: Executive Director, Workforce	REPORTS TO: Deputy Chief Executive
AGENCY: Department for Health and Wellbeing	DIVISION: Corporate and System Support Services
CLASSIFICATION: SAES 2 Level	
Criminal & Relevant History Screening: General Probity (NPC)	Immunisation Risk Category: Category C (minimal patient contact)

AGENCY PROFILE:

The Department for Health and Wellbeing (DHW) is an administrative unit under the *Public Sector Act 2009*. SA Health is how we describe the public health system as a whole. It includes the Department, the Local Health Networks and Statewide Clinical Support Services, SA Ambulance Service, SA Dental Service, Prison Health, and Drug and Alcohol Services SA.

Governance changes from 1 July 2019 supported the establishment of 10 Local Health Network (LHN) Governing Boards, accountable to the Minister for Health and Wellbeing for delivering health care services to their respective local population and communities working as part of the health system across SA.

SA Health is committed to delivering a comprehensive and sustainable health system to enhance the health and wellbeing of individuals, families and communities. Through the initiatives of the SA Health and Wellbeing Strategy 2020-2025, SA Health aims to refocus energy on maintaining good health through prevention, promotion and early intervention plans.

ROLE PROFILE:

The SA Health workforce is the most important asset and the long term sustainability of health care depends on people who are capable and ready to deliver the services and programs that South Australians need in the coming decades. The Department for Health and Wellbeing will provide leadership and direction across the system to support this workforce development, creating an environment that allows service providers to operate successfully and adopt innovative practices and approaches to meet the needs of their communities.

The Executive Director Workforce role is responsible for effectively delivering the workforce services functions for the Department for Health and Wellbeing, leading a team of approximately 50 HR professionals.

The Executive Director will work in partnership with the Local Health Networks (LHNs) and SA Ambulance Service (SAAS) to set the strategic HR agenda for a 30,000 plus workforce, providing strategic leadership to enable the prediction of an effective concept of the health workforce of the future, working with the LHNs and the Department to create the conditions for success that will realise the vision.

The Executive Director will work in partnership with the HR Directors within the 10 LHNs and SAAS to set the people strategy and achieve the workforce outcomes and will work collaboratively with other HR Executives from other agencies to set the sector-wide HR strategy.

SA Health Values

The values of SA Health are used to indicate the type of conduct required by our employees and the conduct that our customers can expect from our health service:

- > We are committed to the values of integrity, respect and accountability.
- > We value care, excellence, innovation, creativity, leadership and equity in health care provision and health outcomes.
- > We demonstrate our values in our interactions with others in SA Health, the community, and those for whom we care.

Additionally the *Code of Ethics for the South Australian Public Sector* provides an ethical framework for the public sector and applies to all public service employees.

KEY ROLE OUTCOMES:

The outcomes required of the Executive Director role include:

- Identifying and influencing the strategic direction for the SA Health workforce; providing timely insightful advice to Executive and other stakeholders on workforce policy, planning and practice matters, including emerging workforce trends that may impact, or could improve, the SA Health system.
- Inspiring stakeholder decision making through specialist workforce expertise and awareness of contemporary workforce practices.
- Partnering with senior leaders within the Department, LHNs, SAAS and with other relevant agencies to analyse business direction and establish practical long term capability-based workforce reform strategies to enable the achievement of business goals.
- Collaborating with senior executives to provide a whole-of-government relevant contribution towards the development, implementation and evaluation of human resources plans, policies and procedures, ensuring implementation can be tailored to suit the needs of SA Health.
- Effecting partnerships across SA Health on workforce matters, identifying and overcoming existing and emerging barriers to collaboration.
- Harnessing available data and predictive modelling processes to inform workforce fundamentals that will contribute to business reform improvements and drive organisational effectiveness.
- Enabling quality improvement strategies that identify relevant opportunities for workforce efficiencies and the flexible deployment of workforce resources in line with government service delivery priorities.
- Providing support and guidance to Executive and relevant stakeholders that enable resource review and reallocation to achieve effective whole-of-health service delivery within financial and budget frameworks.

WORKFORCE CHALLENGES:

The immediate challenges for the role include, but are not limited to:

- Influencing the development of an effective workforce plan to drive systemic performance and productivity improvement across SA Health.
- Enabling increased workforce and management capabilities for the health system that will drive future service requirements.
- Initiating and supporting required cultural reform initiatives across SA Health that will promote effective health outcomes.
- Driving workforce change processes that ensure effective and efficient health reform as required by Government or as determined by SA Health.

KEY RELATIONSHIPS:

- High level relationships with the Chief Executive, Deputy Chief Executives and other Executives within DHW.
- Effective working relationships with LHN CEOs and executives and relevant managers within the Human Resource field across SA Health, other government agencies and the public sector.
- Close liaison with strategically aligned external partners and bodies representing the wider national policing community, State and Federal governments and other agencies.
- Solid foundational and working relationships with the private sector, external agencies and relevant employee associations.
- Represents the Department on across portfolio issues within government and jurisdictional committees and tribunals as required.

SPECIAL CONDITIONS / GENERAL REQUIREMENTS:

- A contract term up to three years.
- Participation in the SA Public Sector biannual performance review process.
- Maintain a safe working environment by adopting appropriate management practices and have an understanding of, experience in, and ability to manage legislative requirements of the *Work Health and Safety Act 2012*.
- Advocate Equal Employment Opportunity (EEO) and Diversity in the Workplace in accordance with EEO legislation
- Promote and maintain a commitment to inclusive workplace in support of Aboriginal and Torres Strait Islander people and other under-represented groups.
- Support the Department's participation in the White Ribbon, Disability and Reconciliation Agendas.
- Work within the legislative requirements of the *Public Sector Act 2009* and the *Work Health & Safety Act 2012 (SA)*, *Return to Work Act 2014 (SA)*, *Independent Commissioner Against Corruption Act 2012 (SA)* and other relevant Acts and Regulations.
- Achieve performance targets that are negotiated and mutually agreed with by the Deputy Chief Executive.
- Maintain a strong commitment to *The Code of Ethics for the Australian Public Sector*, and the SA Health Values of *Integrity, Respect and Accountability*.

HANDLING OF OFFICIAL INFORMATION:

- SA Health employees will not access or attempt to access official information, including confidential patient information other than in connection with the performance by them of their duties and/or as authorised. SA Health employees will not misuse information gained in their official capacity.
- SA Health employees will maintain the integrity and security of official or confidential information for which they are responsible.
- Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.

SAES SELECTION CRITERIA : CORE COMPETENCIES

Executives are required to demonstrate the behaviours under each of the five core competencies as outlined in the South Australian Executive Service (SAES) Competency Framework available at <https://publicsector.sa.gov.au/wp-content/uploads/20080101-SAES-Competency-Framework.pdf>

Founded in shared values, collective leadership and a prospective outlook, SAES works to improve the quality of strategic policy and service delivery for South Australia. SAES does this by:

- Enabling better problem solving approaches to the complex problems faced by our community
- Breaking down silos to deliver effective and sustainable outcomes
- Understanding and acting on future challenges and opportunities
- Ensuring a predictable and high level of capability and competence
- Demonstrating excellence within their individual roles complemented by collegiate contributions across government.

KEY SELECTION CRITERIA / ESSENTIAL REQUIREMENTS:

- Relevant tertiary qualifications.
- Proven strategic leadership and management of a Human Resources service in a diverse and complex organisation that is subject to constant change.
- Proven experience in influencing senior leaders to facilitate the achievement of organisational goals .
- Proven effective written and verbal communication skills, including negotiation and liaison with senior executives and employee associations to promote and implement required agency outcomes.
- Significant experience in strategic thinking, operational workforce planning and service provision that drives performance, governance and system improvements.
- Proven experience in identifying HR risks to business or resources, and in developing quality HR practices to mitigate risk and increase work effectiveness.
- Substantial skills and knowledge to build capability and energise the HR profession within a large complex environment.
- A strategic thinker, capable of taking a systems thinking approach to workforce reform.
- Highly effective influencer who is able to demonstrate proven expertise in leading reform/transformation in a complex and devolved environment
- A natural collaborator able to build genuine partnerships across SA Health and the broader HR and IR community.
- Experience in confidently presenting to Boards, Ministers and high level executives
- Solid understanding of IR and Employee Legislation with a track record of progressive IR strategy development
- Knowledge or experience in health or a related field is preferable.

Signature of Executive: _____

Signature of Chief Executive: _____

Date: / /