

Medical Workforce Unit Restructure

16 JUNE 2026

Background

On 23 February 2026, communication was sent to you inviting your feedback on a proposal to restructure the Medical Workforce Unit. A second and third version were distributed for consultation on 30 April 2026 and 21 May 2026, respectively.

I am pleased to advise the Medical Workforce Unit structure has been finalised. The structure provides a District wide approach to Medical Workforce while providing role clarity and reporting responsibilities. The establishment of the Medical Workforce Unit management team strengthens engagement with the EDMS and DMS team.

Implementation will commence on 29 June 2026. Six months following implementation, a review of the workflow, responsibilities and structure suitability will be undertaken, and adjustments will be made as needed.

This document outlines the final Medical Workforce Unit structure.

Thank you to everyone who engaged in the consultation process and took the time to provide feedback.

Reclassification for strategic leadership

The Medical Workforce Unit plays a critical role in district-wide governance for medical rostering, medical recruitment, TESL, payroll interfaces, data integrity, and Ministry of Health compliance reporting. The current Health Service Manager (HSM) 3 classification does not adequately reflect this complexity. The HSM 4 level better aligns the position with the strategic responsibilities and governance requirements of the unit. With fewer direct reports, the Manager will have more capacity to provide high-quality leadership, coaching, and professional support.

The table outlines the changes to the strategic leadership:

Changes	Benefits / Impacts on Services	Staffing Impacts
The Manager Medical Workforce HSM Lvl 3 position will be deleted	Create the new Manager Medical Administration and Recruitment HSM Lvl 4 position	1 staff member affected
The Deputy Manager Medical Workforce HSM Lvl 2 position will be deleted	Create the new Team Leader Medical Recruitment and Credentialling HSM Lvl 2 position	1 staff member affected

The Team Leader Medical Administration Coastal HSM Lvl 1 position will be deleted	Create the new Team Leader Medical Rostering HSM Lvl 2 position	1 staff member affected
The Team Leader Medical Administration Inland HSM Lvl 1 position will be deleted	Create the new Team Leader Junior Medical Officer (JMO) Coordination HSM Lvl 2 position	This position is occupied in a temporary capacity
The Medical Project Support Officer HSM Lvl 1 position will be deleted	Create the new Medical Workforce Governance Partner HSM Lvl 1 position	1 staff member affected
The District Medical Rostering and Finance Officer AO6 position will be deleted	Create the new Medical Workforce Governance Support Officer AO6 position	1 staff member affected

The following new positions will be created:

	Position Title	Classification	Location	FTE
1	Manager Medical Administration and Recruitment	HSM Lvl 4	Goulburn	1.0
2	Team Leader Medical Recruitment and Credentialling	HSM Lvl 2	District	1.0
3	Team Leader Medical Rostering	HSM Lvl 2	District	1.0
4	Team Leader Junior Medical Officer (JMO) Coordination	HSM Lvl 2	District	1.0
5	Medical Workforce Governance Partner	HSM Lvl 1	District	1.0
6	Medical Workforce Governance Support Officer	AO6	District	1.0

The following positions will be removed from the structure:

	Position Title	Classification	Location	FTE
1	Manager Medical Workforce Unit	HSM Lvl 3	Goulburn	1.0
2	Deputy Manager Medical Workforce Unit	HSM Lvl 2	District	1.0
3	Team Leader Medical Administration - Inland	HSM Lvl 1	District	1.0
4	Team Leader Medical Administration - Coastal	HSM Lvl 1	District	1.0
5	Project Support officer	HSM Lvl 1	District	1.0
6	District Medical Rostering and Finance Officer	AO6	District	1.0

Manager Medical Administration and Recruitment HSM Lvl 4

Reclassifying the Manager, Medical Workforce position from Health Manager Level 3 to Health Manager Level 4 will strengthen strategic leadership in planning, integration, and delivery of medical workforce administration services.

The Manager, Medical Administration and Recruitment, provides strategic leadership in the planning, integration, and delivery of medical workforce administration services, including rostering and recruitment. The role drives workforce and strategic planning initiatives, policies, and programs to support organisational change and meet workforce objectives. Working collaboratively with senior medical leaders, the position ensures effective implementation of strategic workforce priorities and the provision of high-quality medical workforce services across the District.

Team Leader Medical Recruitment and Credentialling HSM Lvl 2

The Team Leader Medical Recruitment and Credentialling leads the LHD's medical recruitment and credentialing team to deliver end to end recruitment (permanent and temporary) from advertisement through offer and onboarding, and to coordinate medical credentialing/appointments and compliance in accordance with NSW Health and LHD policies.

Team Leader Medical Rostering HSM Lvl 2

The Team Leader Medical Rostering leads and coordinates transactional medical rostering services across Southern NSW Local Health District (SNSWLHD), ensuring systems are operationally sound, data processing is optimal, and users are supported to correctly utilise rostering systems. The role also oversees the medical administration rostering team, contributing to policy development, Standard Operating Procedure (SOPs), and performance improvement to support safe, efficient workforce coverage.

Team Leader Junior Medical Officer (JMO) Coordination HSM Lvl 2

The Team Leader JMO Coordination provides operational leadership and oversight of Junior Medical Officer (JMO) coordination and administration functions, ensuring effective workforce planning, rostering, recruitment, payroll and employment compliance outcomes in accordance with NSW Health and SNSWLHD policies. The role leads a small team to deliver high quality, responsive services that support safe, compliant and sustainable medical service delivery.

Medical Workforce Governance Partner HSM Lvl 1

The Medical Workforce Governance Partner manages compliance across all medical workforce governance and operational systems, providing high-quality advice and support to ensure medical workforce appointments, contracts and employment arrangements meet legislative, industrial, policy and accreditation requirements.

Medical Workforce Governance Support Officer AO6

The Medical Workforce Governance Support Officer provides district-wide management, coordination and quality assurance of medical rostering and associated finance administration, ensuring both workforce and financial outcomes are accurate, compliant, auditable and aligned with Award, policy, safe-hours and financial governance requirements.

Role and responsibility redesign

Role and responsibility redesign is essential to ensure the Medical Workforce Unit is aligned to a district wide mandate, supports stronger governance and compliance, removes duplication, balances workloads, enhances staff capability and positions the unit for future operational requirements. The redesign creates clarity, improves service quality and enables the HSM Lvl 4 leadership role to operate strategically to meet the needs of the District.

Medical Recruitment and Credentialling

The table outlines the changes to Recruitment and Credentialling:

Changes	Benefits / Impacts on Services	Staffing Impacts
The Medical Administration Coordinator A06 positions will be deleted	Create additional 2 FTE Senior Medical Recruitment and Credentialling Officer A06 positions. Updated position descriptions for the role.	2 staff members affected
The District Medical Recruitment Partner A06 positions will have a change in line management	Position will report the Team Leader Medical Recruitment and Credentialling. Updated position descriptions for the role.	2 staff members affected
The District Medical Recruitment Officer A05 position will have a change in line management	Position will report the Team Leader Medical Recruitment and Credentialling. Updated position descriptions for the role.	1 staff member affected

The following new positions will be created:

	Position Title	Classification	Location	FTE
1	Senior Medical Recruitment and Credentialling Officer	A06	District	2.0

The following positions will be removed from the structure:

	Position Title	Classification	Location	FTE
1	Medical Administration Coordinator	A06	Coastal	2.0

Revised line management change. The changes to the reporting lines will not have any impact on the services or location of services.

	Position Title	Position number	Current line manager	Line management change
3	District Medical Recruitment Officer	773254	Manager Medical Workforce Unit	Team Leader Medical Recruitment and Credentialling
4	District Medical Recruitment Partner Coastal	773252	Manager Medical Workforce Unit	Team Leader Medical Recruitment and Credentialling
5	District Medical Recruitment Partner Inland	773252	Manager Medical Workforce Unit	Team Leader Medical Recruitment and Credentialling

Senior Medical Recruitment and Credentialing Support Officer A06

The Senior Medical Recruitment & Credentialing Officer provides specialised, high-level coordination and support for the recruitment, onboarding, credentialing, contract administration and compliance processes for temporary and permanent medical officers across SNSWLHD. The role is responsible for accurate and timely contract compilation, credentialing verification, StaffLink and eCredential administration, MDAAC preparation, and supporting rostering and locum engagement

arrangements. The position exercises initiative, autonomy and problem-solving skills to ensure efficient, compliant and customer focused service delivery.

Medical Recruitment and Credentialing Support Officer A05

The Medical Recruitment and Credentialing Support Officer provide high level administrative support across the recruitment, onboarding, credentialing and contract administration lifecycle for temporary and permanent medical officers. The role ensures compliance with NSW Health policies and supports timely, accurate processing of contracts, credentialing documents and recruitment actions to meet organisational workforce needs.

The table is a summary from the position descriptions of the role expectations across A04, A05 and A06 for medical recruitment, onboarding, contracts and credentialing:

Area	A04 Concierge	A05 Support Officer	A06 Senior Support Officer
Recruitment scope	Supports within procedures; not end-to-end lead	Coordinates admin across recruitment & onboarding	Coordinates end-to-end recruitment for permanent & temporary MOs
Advertising & ATF/REQ	—	Advertises locum roles via EVO; completes ATF/REQ & e-forms	Creates ATF/REQ in ROB; manages related workflows
Contracts	—	Prepares credentialing docs to enable timely contract processing	Compiles/QA all contracts; coordinates release (VMoney/ROB)
Credentialing checks	Escalates as needed	Manages mandatory checks & documentation	Prepares & verifies checks; resolves discrepancies with regulators
Systems governance	Facilitates access (eMR/StaffLink)	Maintains StaffLink & credentialing databases	Manages eCredential & StaffLink integrity
MDAAC	—	—	Prepares submission packs
Logistics	Books accommodation/travel/hire cars	Supports bookings (locums)	—
Rostering & payroll	Basic roster/payroll queries	Processes locum payroll	Supports rosters & locum engagement
Process improvement	Provides feedback	Contributes to improvement	Develops SOPs & guides
Stakeholder liaison	Customer service to MOs & agencies	Responds & escalates	Liaises with DMS/site managers/agencies
Regulatory liaison	—	Manages checks internally	Liaises with AHPRA/WWCC/Visa/NP C
Autonomy	General direction	Independent with limited supervision	High autonomy & judgement

Medical Rostering

Medical Rostering Officer A05

The Medical Rostering Support Officer provides high level administrative and system support for the rostering of medical officers across SNSWLHD. The role is responsible for advertising locum vacancies, accurate data entry, roster maintenance, payroll exception resolution, and customer focused support to managers and medical staff to ensure rosters are accurate, compliant and processed in a timely manner.

Medical Workforce Concierge Administration Officer A04

The Medical Workforce Concierge provides consistent, high-quality customer service and administrative support to medical officers across SNSWLHD. Working within established procedures and under general direction, the role supports onboarding, communication, documentation and workforce administration tasks that improve the experience of medical officers and enhance Medical Administration and Co-ordination operations.

The table outlines the changes to Medical Rostering:

Changes	Benefits / Impacts on Services	Staffing Impacts
The Medical Administration Officer A05 positions will have a change to line management.	Position will report to Team Leader Medical Rostering. Updated position description and title for the role.	4 staff members affected
The Medical Concierge A04 positions will have a change in line management	Position will report the Team Leader Medical Rostering. Updated position descriptions for the role. 2 FTE will be created totalling 4 FTE Medical Concierge.	2 staff members affected

The following new positions will be created:

	Position Title	Classification	Location	FTE
1	Medical Concierge	A04	Site-based	2.0

Revised line management change. The changes to the reporting lines will not have any impact on the services or location of services.

	Position Title	Position number	Current line manager	Line management change
1	Medical Administration Officer Coastal	773258	Team Leader Medical Administration Coastal	Team Leader Medical Rostering
2	Medical Administration Officer Inland	773261	Team Leader Medical Administration Inland	Team Leader Medical Rostering
3	Medical Concierge Coastal	773259	Team Leader Medical Administration Coastal	Team Leader Medical Rostering
4	Medical Concierge Inland	773259	Team Leader Medical Administration Inland	Team Leader Medical Rostering

Junior Medical Officer Coordination

JMO Coordinator A06

The JMO Coordinator provides administrative, coordination and operational support for the JMO workforce across SNSWLHD. The role is responsible for JMO recruitment cycles, rotations, rostering administration, payroll support, wellbeing initiatives and stakeholder liaison. The position ensures JMOs are supported throughout the employment lifecycle and that operational processes comply with NSW Health and SNSWLHD policies.

Note: JMO includes Interns, Residents and Registrars.

The table outlines the changes to JMO Coordination:

Changes	Benefits / Impacts on Services	Staffing Impacts
The JMO Coordinator A06 positions have a change to line management	Positions will report to Team Leader JMO Coordination. Updated position description and title for the role. 2 FTE will be created totalling 4 FTE JMO Coordination Officers.	2 staff members affected.
The Australian Primary Care Prevocational Project Officer A06 position will have a c	Positions will report to Team Leader JMO Coordination. Updated position description and title for the role.	This position is currently vacant.

The following new positions will be created:

	Position Title	Classification	Location	FTE
1	JMO Coordinator	A06	Site-based	2.0

Revised line management change. The changes to the reporting lines will not have any impact on the services or location of services.

	Position Title	Position number	Current line manager	Line management change
1	Junior Medical Officer Coordinator Coastal	773258	Manager Medical Workforce Unit	Team Leader JMO Coordination
2	Junior Medical Officer Coordinator Inland	773261	Manager Medical Workforce Unit	Team Leader JMO Coordination
3	Australian Primary Care Prevocational Project Officer	789665	Manager Medical Workforce Unit	Team Leader JMO Coordination

Site-based teams

Teams will be established for sites. The DMS for the area will work with the team (through engagement with the Team Leaders) to identify the need for and approve locums, ensure effective rostering including identifying vacancies, and provide on-site JMO coordination and credentialling.

Positions allocated to each team include a Senior Medical Recruitment & Credentialling Officer, Medical Concierge, Medical Rostering Officer, and JMO Coordinator.

The site-based teams will include:

- Inland North and MHAOD
 - Inland South and District Services
 - Eurobodalla
 - Bega Valley
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Reporting and Responsibilities

The Medical Workforce Unit will report to the District Director People and Culture (DDPC). The Medical Workforce Unit Management Team has day-to-day management responsibility for positions within the Medical Workforce Unit. The management team are responsible for performance management, workflow management and coordination and workforce management. This relationship is reflected on the organisational chart as a solid reporting line.

The Executive Director Medical Services (EDMS) and Director Medical Services (DMS) across the district collaborate with the new Medical Workforce Unit to provide input into medical rostering, locums, JMO coordination, professional guidance for Medical Officer related matters and oversee Medical accreditation, governance and standards. The DMS will communicate primarily with the Management Team for operational management and strategic decision making. This relationship is reflected on the organisational chart as a dotted reporting line.

Unit renaming – Medical Administration and Recruitment Unit (MARU)

The current name Medical Workforce Unit no longer reflects the complexity and breadth of the unit's work. The unit delivers district wide end to end employee life cycle medical administration, rostering governance, finance and incentive processes and cross facility operational coordination. This is not captured by the term Workforce, leading to misalignment and stakeholder confusion.

Benefits of the renaming:

- Improved organisational clarity and stakeholder navigation
 - Stronger alignment between name and operational scope
 - Enhanced governance and compliance visibility
 - Better attraction and retention of staff
 - Preparedness for future growth in digital workforce systems and coordination functions
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Draft Position Descriptions attached

	Position Title	Classification	Location	FTE
1	Manager Medical Administration and Recruitment	HSM Lvl 4	Goulburn	1.0
2	Team Leader Medical Recruitment and Credentialling	HSM Lvl 2	District	1.0
3	Team Leader Medical Rostering	HSM Lvl 2	District	1.0

4	Team Leader Junior Medical Officer (JMO) Coordination	HSM Lvl 2	District	1.0
5	Medical Workforce Governance Partner	HSM Lvl 1	District	1.0
6	Senior Medical Recruitment and Credentialling Officer	A06	District	4.0
7	JMO Coordinator	A06	District	3.0
8	Medical Recruitment and Credentialling Officer	A05	District	1.0
9	Medical Rostering Officer	A05	District	4.0
10	Medical Recruitment Concierge	A04	District	2.0
11	Medical Workforce Governance Support Officer	A06	District	1.0