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## SA Health Job Pack

Job Title	Chief Operating Officer
Eligibility	Open to Everyone
Job Number	<b>706894</b>
Applications Closing Date	Friday 4 <sup>th</sup> October 2019
Region / Division	Office of the Chief Executive
Health Service	Northern Adelaide Local Health Network
Location	Lyell McEwin Hospital
Classification	SAES 1
Job Status	Term appointment of up to 3 years
Total Indicative Remuneration	\$167,239 to \$257,291 per annum

### Contact Details

Full name	Liz Hlipala, Principal Consultant, Hardy Group International
Phone number	0401 122 301
Email address	lhlipala@hardygroupintl.com

## Criminal History Assessment

Applicants will be required to demonstrate that they have undergone an appropriate criminal and relevant history screening assessment/ criminal history check. Depending on the role, this may be a Department of Communities and Social Inclusion (DCSI) Criminal History Check and/or a South Australian Police (SAPOL) National Police Check (NPC). The following checks will be required for this role:

- Working with Children Screening - **DHS**
- Vulnerable Person-Related Employment Screening - **NPC**
- Aged Care Sector Employment Screening - **NPC**
- General Employment Probity Check - **NPC**

Further information is available on the SA Health careers website at [www.sahealth.sa.gov.au/careers](http://www.sahealth.sa.gov.au/careers) - see Career Information, or by referring to the nominated contact person below.

## Immunisation

### Risk Category C (minimal patient contact)

- This role carries specific immunisation requirements. To be eligible for appointment in this role you will be required to meet the immunisation requirements associated with Category C (minimal patient contact). [Please click here for further information on these requirements.](#)

# Guide to submitting an application

Thank you for considering applying for a position within SA Health. Recruitment and Selection processes across SA Health are based on best practice and a commitment to a selection based on merit. This means treating all applications in a fair and equitable manner that aims to choose the best person for the position.

A well presented, easy to read application will allow the panel to assess the information they need from your application. To give yourself the best opportunity to reach interview, the application should clearly and concisely demonstrate to the selection panel that you are suitably equipped to perform the role, and that you possess all of the stated minimum essential skills, abilities, knowledge, experience and educational qualifications (where required).

The online application form to apply for this position will ask for employment history, education, qualifications and referees however to understand the position and requirements we suggest you become familiar with the attached Job and Person Specification.

We request that you attach the following to your application -

- ✎ **A covering letter** of up to 2 pages introducing yourself to the selection panel and describing your skills, abilities, knowledge, qualifications and experience in relation to the position;
- ✎ **A current Curriculum vitae/Resume** that includes your personal details, relevant employment history, education, training courses, qualifications and professional memberships.

\* Refer to <http://www.sahealthcareers.com.au/information/> for further information regarding

- The Indicative Total Remuneration which is inclusive of Award salary, superannuation and other monetary benefits.
- Information for Applicants
- Criminal History Assessment requirements

**hardygroup**



**Government of  
South Australia**

CANDIDATE INFORMATION PACK

# CHIEF OPERATING OFFICER

NORTHERN ADELAIDE LOCAL HEALTH NETWORK





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# EXECUTIVE SUMMARY

- **Senior Leadership Role**
- **Lead Reform Collaborate and Influence**
- **Positive Organisational Culture**

Northern Adelaide Local Health Network (NALHN) provides a range of acute and sub-acute services for people of all ages living in the northern metropolitan area of Adelaide. The service also provides a number of state-wide services and services to those in regional areas. The northern area of Adelaide is currently the highest population growth area in South Australia. More than 5,100 skilled staff provide high quality patient care, education, research and health promoting services.

NALHN are now seeking a Chief Operating Officer (COO) to drive organisational performance, with a strong focus on service planning, system design, connectivity, and continuous improvement to deliver the highest standards of safe, quality care. The role is responsible for the overall management and performance of health services in supporting the delivery of NALHN's vision, including managing activity volumes within agreed parameters and approved budget, leading clinical reform priorities, including outpatient and length of stay outcomes, and key performance indicators related to service programs.

Reporting directly to the Chief Executive Officer and having line responsibility for the clinical divisions and corporate services of the organisation, the COO is responsible for leading pro-active service planning, capacity planning and management, effective corporate and clinical governance, and high levels of clinical engagement to foster consumer centred and integrated care.

A highly accomplished leader in your own right with a commitment to innovation, service improvement and ensuring the highest standards of patient centred care, you will contribute significantly to the ongoing excellence of service provision at NALHN. You will have a track record of exceptional leadership and management capabilities with demonstrated high achievement at an executive level in a large health service.



# NORTHERN ADELAIDE LOCAL HEALTH NETWORK

Northern Adelaide Local Health Network (NALHN) was established in 2011 and provides health care for more than 400,000 people living in the northern metropolitan area of Adelaide as well as providing a number of state-wide services, and services to those in regional areas. The LHN includes some of the least affluent parts of the state. As a whole, residents of NALHN rate lower on population health measures than residents of other LHNs and are also more likely to have chronic disease or risk factors for chronic disease.

The northern area of Adelaide is currently the highest population growth area in SA. By 2026 it is anticipated that a quarter of the state's population will live in the northern metropolitan catchment area.

The recent implementation of the National Health Reform in 2011 saw the establishment of five Local Health Networks across SA intended to promote, maintain and restore the health of the communities they serve.

The NALHN provides a range of acute and sub-acute health services for people of all ages and covers 16 Statistical Local Areas and four Local Government Areas (one of which crosses the Central Adelaide Local Health Network) and includes the following:

- Lyell McEwin Hospital
- Modbury Hospital
- GP Plus Health Care Centres and Super Clinics
- Aboriginal Health Care Services
- Mental Health Services (including two state-wide services – Forensics and Older Persons)

NALHN offers a range of primary health care services across the northern metropolitan area of Adelaide, with a focus on providing preventive and health promoting programs in the community, and transition and hospital substitution and avoidance programs targeted at chronic disease and frail aged.

Clinical leadership of care systems is central to the current national and state-wide health reforms. NALHN care delivery is configured within clinical divisions that are patient-focused, clinically led groupings of services. Clinical Divisions are responsible for managing service delivery activities across NALHN campuses and units, bringing together empowered experts to directly make relevant decisions.

## Lyell McEwin Hospital

The Lyell McEwin Hospital (LMH) is a 336-bed specialist referral public teaching hospital which has links to the University of Adelaide, University of South Australia and Flinders University.

Forming part of the Northern Adelaide Local Health Network, LMH provides a full range of high-quality medical, surgical, diagnostic, emergency and support services.



Lyell McEwin Hospital (LMH) is a major adult tertiary hospital, whilst Modbury Hospital (MOD) is developing as a centre for elective surgery and subacute including; rehabilitation, palliative care and older people's services; with an Emergency Department (ED), and Short Stay General Medicine Unit (SSGMU) on site.

## Modbury Hospital

Modbury Hospital, in conjunction with the Lyell McEwin Hospital (LMH), forms the NALHN acute and community services and has consistently built a strong reputation for providing well-rounded training in a community hospital.

Modbury Hospital is a 174-bed, acute care teaching hospital that provides inpatient, outpatient and emergency services to a population living primarily in Adelaide's north-eastern suburbs.

## NALHN Mental Health Services

NALHN has a comprehensive range of public mental health services for youth, adults and older people in northern Adelaide.

Services are provided through community health centres and hospitals, and to consumers in their own homes.

## Specialty Services

Other specialty services to continue to be provided by NALHN include GP Plus Health Care Centres and a Super Clinic, four dedicated Aboriginal healthcare sites, and a satellite dialysis centre. Mental health services are provided across community and hospital settings in NALHN, including adult and older persons and forensic services.

## NALHN OBJECTIVES:

Acute service changes within NALHN will result in the provision of more complex services to residents in the north, including the refocus of the **Lyell McEwan Hospital to become one of the three major adult tertiary hospitals in South Australia.**

The realignment of acute services and activity between the Central Adelaide Local Health Network (CALHN) and NALHN will increase the **self-sufficiency of NALHN to at least 80%** and **provide better access to care for residents in the north.**

*Reference: NALHN Annual Report: 2016-17*

### Main Objectives:

To expand services to provide an increased level of health and wellbeing for residents in the north and north east.

Continued development of NALHN's highly skilled and valued workforce.

A continued commitment to patient safety and quality improvement activity across NALHN.

A strong commitment to high quality research acknowledging the valuable contribution to improving patient care and attracting leaders in the field to NALHN

Further Detail on Key strategies and their relationship to SA Government objectives can be found in the

- [NALHN Annual Report 2017-18](#)



*Lyell McEwin Hospital*



# SA HEALTH

## Mission:

***To lead and deliver a comprehensive and sustainable health system that aims to ensure healthier, longer and better lives for all South Australians. We will achieve our objectives by strengthening primary health care, enhancing hospital care, reforming mental health care and improving the health of Aboriginal people.***



SA Health is committed to a health system that produces positive health outcomes by focusing on health promotion, illness prevention and early intervention. We will work with other government agencies and the community to address the environmental, socio economic, biological and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians

## 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.

## Code of Ethics

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:

- Democratic Values - Helping the government, under the law to serve the people of South Australia.
- Service, Respect and Courtesy - Serving the people of South Australia.
- Honesty and Integrity- Acting at all times in such a way as to uphold the public trust.
- Accountability- Holding ourselves accountable for everything we do.
- Professional Conduct Standards- Exhibiting the highest standards of professional conduct.

The Code recognises that some public sector employees are also bound by codes of conduct relevant to their profession.



## Legal Entities:

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Ageing and the Minister for Mental Health and Substance Abuse.

The legal entities include

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

## SA Health Challenges:

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers.

## Governing Board Model:

Recently a Governing Board model of management was initiated to assist in management of SA Health Local Health Networks. For Northern Adelaide LHN members bring to NALHN a wealth of knowledge and experience across many areas.

### **NALHN Board Members:**

- Ray Blight (Chair)
- Anne Burgess
- Michael Forwood
- Frank Lampard OAM
- Mary Patetsos
- Dr Carolyn Roesler
- Linda South

NALHN is confident that with the support of our highly qualified Governing Board, NALHN will be well placed to achieve better health service decisions tailored to local needs and deliver a safe, high quality and financially sustainable LHN into the future.



## ROLE DESCRIPTION

<b>Role Title:</b>	Chief Operating Officer
<b>Classification Code:</b>	Executive Contract
<b>LHN/ HN/ SAAS/ DHA:</b>	Northern Adelaide Local Health Network
<b>Hospital/ Service/ Cluster</b>	Northern Adelaide Local Health Network
<b>Division:</b>	Executive
<b>Department/Section / Unit/ Ward:</b>	NALHN Enterprise Leadership
<b>Role reports to:</b>	Chief Executive Officer
<b>Role Created/ Reviewed Date:</b>	August 2019
<b>Criminal History Clearance Requirements:</b>	<input type="checkbox"/> Aged (NPC) <input checked="" type="checkbox"/> Child- Prescribed (DCSI) <input type="checkbox"/> Vulnerable (NPC) <input checked="" type="checkbox"/> General Probity (NPC)
<b>Immunisation Risk Category</b>	<input type="checkbox"/> Category A (direct contact with blood or body substances) <input checked="" type="checkbox"/> Category B (indirect contact with blood or body substances)

### ROLE CONTEXT

#### Organisational Context

##### **SA Health**

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, the Minister for Health & Wellbeing. The State Government has reformed the governance of SA Health, including establishing 10 Local Health Networks (LHNs), each with its own Governing Board.

These reforms have taken a staged approach, with the most significant changes to taking place from 1 July 2019 when the new Governing Boards become fully operational.

SA Health is comprised of the Department for Health and Wellbeing and the following legal entities:

- Central Adelaide Local Health Network
- **Northern Adelaide Local Health Network**
- Southern Adelaide Local Health Network
- Women's and Children's Health Network
- Barossa Hills Fleurieu Local Health Network
- Eyre and Far North Local Health Network
- Flinders and Upper North Local Health Network
- Riverland Mallee Coorong Local Health Network
- South East Local Health Network
- Yorke and Northern Local Health Network
- SA Ambulance Service

##### **Northern Adelaide Local Health Network**

The Northern Adelaide Local Health Network (NALHN) provides care to more than 400,000 people living in the northern metropolitan area of Adelaide as well as providing a number of state-wide services, and services to those in regional areas. NALHN works to ensure quality and timely delivery of health care, whilst building a highly skilled, engaged and resilient workforce based on a culture of collaboration, respect, integrity and accountability.

NALHN offers a range of primary health care services across the northern metropolitan area of Adelaide, with a focus on providing preventive and health promoting programs in the community, and transition and hospital substitution and avoidance programs targeted at chronic disease and frail aged.

Clinical leadership of care systems is central to the current national and state-wide health reforms. NALHN care delivery is configured within clinical divisions that are patient-focused, clinically led groupings of services. Clinical Divisions are responsible for managing service delivery activities across NALHN campuses and units, bringing together empowered experts to directly make relevant decisions.

NALHN includes:

- Lyell McEwin Hospital (LMH) - a 336-bed specialist referral public teaching hospital which has links to the University of Adelaide, University of South Australia and Flinders University. LMH provides a full range of high-quality medical, surgical, diagnostic, emergency and support services.
- Modbury Hospital is a 174-bed, acute care teaching hospital that provides inpatient, outpatient, emergency services, Aged Care, Rehabilitation and Palliative Care. GP Plus Health Care Centres and Super Clinics
- Aboriginal Health Services
- Mental Health Services (including two state-wide services – Forensics and Older Persons)
- Sub-acute Services

The total operating budget for 19/20 for NALHN is \$790M with a workforce of 3,857 FTE / 5,240 head count.

#### ***NALHN Governing Board***

The Governing Board members bring to NALHN a wealth of knowledge and experience across many areas. Our Board:

- Ray Blight (Chair)
- Anne Burgess
- Michael Forwood
- Frank Lampard OAM
- Mary Patetsos
- Dr Carolyn Roesler
- Linda South

NALHN is confident that with the support of our highly qualified Governing Board, NALHN will be well placed to achieve better health service decisions tailored to local needs and deliver a safe, high quality and financially sustainable LHN into the future.

#### ***NALHN Chief Operating Officer***

The Chief Operating Officer (COO) is an Executive role for the NALHN and is the single point of accountability to drive organisational performance, with a strong focus on service planning, system design, connectivity, and continuous improvement to deliver the highest standards of safe, quality care. The role is responsible for the overall management and performance of health services in supporting the delivery of NALHN's vision, including managing activity volumes within agreed parameters and approved budget, leading clinical reform priorities, including outpatient and length of stay outcomes, and key performance indicators related to service programs.

### **Position Context**

The Chief Operating Officer is a senior Executive position, reporting directly to the Chief Executive Officer, and accountable for the leadership and performance of the Network's operational service delivery.

The COO has single point accountability to the CEO for performance of all clinical and community-based Services.

The COO is responsible for leading pro-active service planning, capacity planning and management, effective corporate and clinical governance, and high levels of clinical engagement to foster consumer centred and integrated care. They will develop and maintain a high performing, cohesive Directorship Team to develop and sustain transformational change and deliver the requirements of the Network Service Agreement, as it relates to their portfolio.

The COO works in partnership with key stakeholders, to deliver safe, co-ordinated, integrated and efficient health outcomes to the community. This includes partnering closely with the Professional Leads, to develop a quality culture, where accountability and performance for the achievement of consumer focused, integrated and outcomes are embedded in all aspects of operational service delivery.

The COO will manage within allocated operational and capital budgets, ensuring all performance and reporting requirements are met. This will include leadership of the planning of Divisional budgets, resourcing and efficiency strategies in partnership with the CFO, and assuring the delivery of planned initiatives.

The COO will have a lead role in planning and service commissioning, and oversight key projects to ensure that service delivery is focused on improving the equity of health care access, better integration of care and improved health outcomes for the community.

The COO will work in close partnership with the Director Corporate Services to ensure that there is a proactive and systematic approach to clinical and business reform support, and that there is effective diffusion of key management information, to clinical leaders. The COO also represents the CEO in regard to state-wide access and flow strategy and performance, and other state-wide bodies relevant to the role.

The position is required to support the achievement of the strategic aims of the SA Health Strategic Plan consistent with government policy, state-wide priorities and directions and identified population needs. Further the position is required to contribute to state-wide planning, services and programs as appropriate.

### **Reporting Relationships / Key Stakeholder Relationships**

The COO is accountable to the Chief Executive Officer for the operational performance of the NALHN and a range of important community-based health services within the Network.

The COO will establish and sustain positive partnerships within the LHN and across the Health System to optimise health outcomes across the State, and work with a range of senior officers throughout the SA Health Portfolio, and other relevant Government and community managed agencies and partners in health.

The following Divisions and Services report operationally to the COO:

- Medicine
- Surgical Specialities and Anaesthetics
- Critical Care including Emergency & Intensive Care
- Aged Care, Rehabilitation and Palliative Care
- Women's and Children's
- Aboriginal Health Division
- Mental Health
- Allied Health
- Corporate Services

The COO will work closely with other members of the Executive Leadership Council, including:

- Executive Director, Medical Services
- Executive Director, Nursing and Midwifery
- Executive Director, Allied Health
- Executive Director, Aboriginal Health
- Executive Director, Strategy and Innovation
- Executive Director, HR & Workforce
- Chief Financial Officer
- Director Corporate Services
- Chief Digital Information Officer

### Challenges associated with Role:

SA Health has embarked on a significant reform to implement Governing Board structures and devolve the system from a centrally controlled one to one of devolved accountability. There is the requirement to develop a health system which is sustainable and focused on improving the health outcomes of the community.

Within this context, the NALHN is transforming the way it plans, delivers and reviews its services to improve the long-term health and wellbeing of the northern Adelaide community. This will require new and disruptive approaches to transformation, innovation and improvement, and the COO will be at the forefront of leading this change in partnership with other Networks, consumers, carers, clinicians and valued stakeholders.

The key challenges for the COO are to refine and create the systems, models of care, governance and culture, to deliver the highest standards of safe quality care and delivery of value to the community, in a way which optimises the wise use of public resources. This will involve on-going creation of value, reconciling competing priorities, fostering innovation and identification of efficiencies to ensure that NALHN is delivering within the efficient price and optimising revenue. This is considered necessary to enable ongoing investment in innovative practices and research to grow and improve capacity and performance.

There are a range of positive opportunities to improve the integration of care across the continuum, as part of improving health care access and outcomes. This embraces improvement to outpatient performance, access and flow, including length of stay, avoidable presentations and admissions. The use of health informatics to inform improvement priorities is developing and requires leadership focus to connect the available information with improvement identification and performance monitoring.

NALHN will renew its Strategic Plan in 2019, and the COO will have a lead role in contributing so that the resultant planning outcomes are effective and responsive to the needs of the community.

### Delegations:

The role has HRM, Financial and Procurement Delegations in accordance with the NALHN Delegations Manuals.

### Resilience:

SA Health employees persevere to achieve goals, stay calm under pressure and are open to feedback.

### Performance Development

The incumbent will be required to participate in the organisation's Performance Review & Development Program which will include a regular review of the incumbent's performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to SA Health values and strategic directions.

### General Requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Directives, Determinations and Guidelines, and legislative requirements including but not limited to:

- > *Work Health and Safety Act 2012 (SA) and when relevant WHS Defined Officers must meet due diligence requirements.*
- > *Return to Work Act 2014 (SA), facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.*
- > *Meet immunisation requirements as outlined by the Immunisation Guidelines for Health Care Workers in South Australia 2014.*
- > *Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).*

- > *Children’s Protection Act 1993 (Cth) – ‘Notification of Abuse or Neglect’.*
- > *Disability Discrimination.*
- > *Independent Commissioner Against Corruption Act 2012 (SA)*
- > *Information Privacy Principles Instruction*
- > *Relevant Awards, Enterprise Agreements, Public Sector Act 2009, Health Care Act 2008 and the SA Health (Health Care Act) Human Resources Manual.*
- > *Relevant Australian Standards.*
- > *Duty to maintain confidentiality.*
- > *Smoke Free Workplace.*
- > *To value and respect the needs and contributions of SA Health Aboriginal staff and clients and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.*
- > *Applying the principles of the South Australian Government’s Risk Management Policy to work as appropriate.*
- > *The SA Health workforce contributes to the safety and quality of patient care by adhering to the South Australian Charter of Health Care Rights, understanding the intent of the National Safety and Quality Health Service Standards and participating in quality improvement activities as necessary.*

### **Handling of Official Information:**

By virtue of their duties, SA Health employees frequently access, otherwise deal with, and/or are aware of, information that needs to be treated as confidential.

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.

### **Special Conditions:**

- > Term appointment of up to 3 years
- > Some inter and intrastate and overseas travel will be required.
- > Appointment is subject to a satisfactory Background Screening and National Criminal History Check obtained through the Screening and Licensing Unit, Department for Communities and Social Inclusion to be renewed every 3 years thereafter from date of issue. Existing employees who have undertaken a Police Check and are cleared and then subsequently charged with an offence are required to inform their Line Manager immediately.
- > Appointment is subject to immunisation risk category requirements (see page 1). There may be ongoing immunisation requirements that must be met.
- > The incumbent will be required to enter into a performance agreement for the achievement of specific outcomes.
- > The incumbent may be required to participate in Counter Disaster activities including attendance, as required, at training programs and exercises to develop the necessary skills required to participate in responses in the event of a disaster and/or major incident.
- > The incumbent is required to be available after hours for emergent issues that arise and to be part of the On-Call Executive Roster for NALHN.

**White Ribbon:**

SA Health has a position of zero tolerance towards men's violence against women in the workplace and the broader community. In accordance with this, the incumbent must at all times act in a manner that is non-threatening, courteous, and respectful and will comply with any instructions, policies, procedures or guidelines issued by SA Health regarding acceptable workplace behaviour.

**Cultural Commitment:**

NALHN welcomes and respects Aboriginal and Torres Strait Islander people and values the expertise, cultural knowledge and life experiences they bring to the workplace. In acknowledgement of this, NALHN is committed to increasing the Aboriginal and Torres Strait Islander Workforce

**Key Result Area and Responsibilities**

<b>Key Result Areas</b>	<b>Major Responsibilities</b>
<p><b>NALHN Executive Leadership</b> Contribute executive enterprise thinking and thought leadership to deliver the priorities of NALHN and SA Health.</p>	<ul style="list-style-type: none"> <li>&gt; Contribute executive thinking, insight and innovation to the Enterprise Leadership Council and the Strategic Executive Council.</li> <li>&gt; Inform direction and debate about complex strategic and operational issues.</li> <li>&gt; Lead strategies to reconcile priority needs against available resources and opportunities.</li> <li>&gt; Identify innovative approaches to the planning and provision of health services and the achievement of population health outcomes.</li> <li>&gt; Advocate and model the vision, mission and values of NALHN and SA Health.</li> </ul>
<p><b>Leadership</b> Lead the planning, delivery and transformation of health services.</p>	<ul style="list-style-type: none"> <li>&gt; Role model the highest standard of ethical behaviour and conduct at all times.</li> <li>&gt; Provide leadership at a strategic level for the operation of health services across the LHN.</li> <li>&gt; Articulate a clear vision and direction for service delivery in alignment with National and State plans, policy, standards and legislation.</li> <li>&gt; Lead service planning, co-ordination, development and delivery to fulfil the requirements of the Service Agreement, and state-wide policy and plans.</li> <li>&gt; Establish quality systems which ensure that care is contemporary, integrated, safe and evidence based.</li> <li>&gt; Introduce a strong and balanced framework for performance accountability.</li> <li>&gt; Establish and maintain mechanisms to monitor the implementation of strategies and report on the achievement of objectives.</li> <li>&gt; Ensure effective team cohesion, goal orientation, co-ordination of effort and resolution of complex team issues.</li> <li>&gt; Contribute to the identification of research and education priorities and foster innovation across services.</li> <li>&gt; Contribute to state-wide planning, program and service development consistent with government policy, strategic priorities and identified population needs.</li> </ul>
<p><b>Strategy and Service Development</b> Responsible for the strategic and operational planning and performance of the Service through:</p>	<ul style="list-style-type: none"> <li>&gt; Lead the pro-active development of strategy to identify population health needs, align service delivery and resourcing of clinical services.</li> <li>&gt; Implement predictive analytics and capacity management across acute and community-based services so that services are planned and responsive to current and future need.</li> <li>&gt; Develop and lead strategies to deliver the business and clinical outcomes arising from the SA Health Strategic Plan, the Network</li> </ul>

	<p>Service Agreement and the NALHN Strategic Plan.</p> <ul style="list-style-type: none"> <li>&gt; In partnership with the Chief Digital Officer and Director Corporate Services, develop the: <ul style="list-style-type: none"> <li>o Network estate management plan.</li> <li>o Network EHealth Strategy.</li> </ul> </li> <li>&gt; In partnership with the professional leads develop and implement the: <ul style="list-style-type: none"> <li>o Safety and Quality Plan to ensure fulfilment of the National Standards.</li> <li>o Systems for ensuring professional registration and credentialing of clinical staff.</li> </ul> </li> <li>&gt; In partnership with the ED HR &amp; Workforce, develop and implement workforce strategies to ensure the availability of a skilled, flexible and engaged workforce.</li> <li>&gt; In partnership with the CFO, develop and implement the Annual Resource Plan, so that activity is delivered within available resources.</li> <li>&gt; Lead and sustain effective engagement strategies with internal and external stakeholders – clinicians, consumers, community, and other agencies.</li> <li>&gt; Lead and sustain effective engagement strategies with vulnerable groups, ensuring services are culturally responsive.</li> <li>&gt; Work in partnership with SA Health regarding whole of system / state strategies and priorities.</li> </ul>
<p><b>Governance and Performance</b> Responsible for effective governance so that performance outcomes are achieved.</p>	<ul style="list-style-type: none"> <li>&gt; Ensure via the LHN Divisional Directors that activity targets are met but not exceeded in line with those specified in the NALHN Performance Agreement.</li> <li>&gt; Lead the development of Divisional Operational Plans on an annual basis, ensuring they align with relevant Network, State and National Plans, and articulate priorities, actions and accountabilities.</li> <li>&gt; Contribute to and lead the translation of the NALHN Safety and Quality Plan into practice, so that services meet National Standard requirements and all other accreditation and statutory requirements.</li> <li>&gt; Lead robust management systems and practices to deliver strong operational performance across complex, inter-connected services.</li> <li>&gt; Establish effective systems to plan, monitor and report on performance, pro-actively treat risks, and evaluate performance improvement initiatives.</li> <li>&gt; Ensure that current and evidence-based policies, practices and protocols to support quality performance are consistently adopted across the service.</li> <li>&gt; Action strategies to ensure Service KPIs are defined, communicated and achieved, including measures for service performance and outcomes, inclusive of consumer and carer experience.</li> <li>&gt; Action benchmarking to identify peer variation and opportunities for learning and improvement.</li> <li>&gt; Ensure effective contractual arrangements with service providers and negotiate and monitor relevant agreements as required.</li> <li>&gt; Ensure the existence of risk management strategies by encouraging the systematic identification, assessment and treatment of risks.</li> <li>&gt; Adopt pro-active initiatives to ensure the appropriate and efficient use of resources across the service, including audit measures.</li> <li>&gt; Quality assure all submissions and documents related to the activities of NALHN.</li> <li>&gt; Provide quality, timely reporting to the CEO regarding service performance, planned initiatives, risks and controls.</li> </ul>
<p><b>Professionalism</b> Responsible for ensuring that own behaviour, judgement and conduct exemplifies the highest standards of ethical</p>	<ul style="list-style-type: none"> <li>&gt; Conscientiously fulfil the requirements of the role and deliver on performance outcomes to a consistently high standard.</li> <li>&gt; Pro-actively provide quality, accurate and authoritative verbal and written advice to the CEO on a range of complex issues.</li> </ul>

and professional behaviour, through:	<ul style="list-style-type: none"><li>&gt; Collaborate and engage in positive partnering behaviours with other members of the Enterprise and Strategic Leadership Teams.</li><li>&gt; Pro-actively identify risks and issues and escalate with recommended mitigations to the CEO where appropriate.</li><li>&gt; Lead complex and sensitive negotiations and issue resolution, including with multiple stakeholders to deliver performance outcomes.</li><li>&gt; Maintain a contemporary knowledge of health service leadership and management.</li><li>&gt; Actively maintain currency of knowledge and capability related to the role.</li></ul>
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## Knowledge, Skills and Experience

### ESSENTIAL MINIMUM REQUIREMENTS

#### Qualifications

No mandatory educational qualifications are specified; however, possession of relevant undergraduate and postgraduate qualifications consistent with appointment to an Executive Level position is anticipated.

#### Personal Abilities/Aptitudes/Skills:

- > Ability to represent the LHN in critical negotiations, including those that are cross-jurisdictional to achieve effective solutions
- > Exceptional leadership and management capabilities with demonstrated high achievement at an executive level in a large organisation
- > Proven ability to continuously challenge and rethink current ways of working which add value to the organisation and seeks to innovate and improve
- > Ability to negotiate at senior levels of government and private industry
- > Astute analytical and problem-solving skills and the ability provide qualitative and quantitative analysis and insights to complex issues.
- > Ability to plan, lead, implement, evaluate and manage multiple complex objectives within the framework of corporate Department of Health and Wellbeing objectives.
- > Capacity to drive and implement change and significantly contribute to change processes applying sound analytical skills and strategic thinking ability.
- > Ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes at senior levels of government and private industry.
- > Ability to gather insights and embraces new ideas and innovation to inform future practice

#### Experience

- > Strong leadership skills and ability to motivate and inspire others to work together as a team;
- > A track record to turn around performance, preferably within the health industry. Working closely with senior Clinicians and non-clinical staff is essential.
- > A successful record of identifying business requirements and developing appropriate remedial strategies and change specifications to reengineer business processes and systems.
- > Experience in policy, strategic planning and innovative program development at a senior level, preferably in a health-related area.
- > Proven experience in building and sustaining relationships to enable the collaborative delivery of consumer and community focused outcomes.
- > Proven track record in building and fostering relationships and partnerships with key stakeholders to ensure organisational capability and performance.
- > Experience in leadership and management, planning and delivery within a complex Health system.
- > Extensive experience in successful change management of major proportions

#### Knowledge

- > Excellent understanding of business data and metrics, and defining workforce metrics actively used by the organisation
- > Knowledge of the Australian health system and emerging directions within health nationally and internationally
- > A demonstrated awareness of the political and socio-economic sensitivities that impact on the planning, development, funding, delivery and management of health services.

**DESIRABLE CHARACTERISTICS** (To distinguish between applicants who have met all essential requirements)

**Educational/Vocational Qualifications**

- > A tertiary qualification in a relevant discipline

**Personal Abilities/Aptitudes/Skills:**

- >

**Experience**

- >

**Knowledge**

- >

## Values

### 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.

### Code of Ethics

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:

- > Democratic Values - Helping the government, under the law to serve the people of South Australia.
- > Service, Respect and Courtesy - Serving the people of South Australia.
- > Honesty and Integrity- Acting at all times in such a way as to uphold the public trust.
- > Accountability- Holding ourselves accountable for everything we do.
- > Professional Conduct Standards- Exhibiting the highest standards of professional conduct.

The Code recognises that some public sector employees are also bound by codes of conduct relevant to their profession.

## Approvals

### Role Description Approval

I acknowledge that the role I currently occupy has the delegated authority to authorise this document.

**Name:**

**Role Title:**

**Signature:**

**Date:**

## Role Acceptance

### Incumbent Acceptance

I have read and understood the responsibilities associated with role, the organisational context and the values of SA Health as outlined within this document

**Name:**

**Signature:**

**Date:**

### Version control and change history

Version	Date from	Date to	Amendment
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