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SA Health Job Pack

Job Title	Director Access and Flow
Job Number	634918
Applications Closing Date	27/10/2017
Region / Division	SA Health - Women's and Children's Health Network
Health Service	Women's and Children's Hospital
Location	North Adelaide
Classification	RN/RM5.2
Job Status	Full time, Ongoing
Indicative Total Remuneration*	\$145,480

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:

- ☒ Child Related Employment Screening - **DCSI**
- ☐ 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 - see Career Information, or by referring to the nominated contact person below.

Contact Details

Full name	Jennifer Fereday
Phone number	8161 8276
Email address	Jennifer.Fereday@health.sa.gov.au

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



ROLE DESCRIPTION

Role Title:	Director, Access & Flow
Classification Code:	Registered Nurse/Midwife Level 5 – RN/M5.2
LHN/ HN/ SAAS/ DHA:	Women's and Children's Health Network (WCH)
Hospital/ Service/ Cluster	Women's and Children's Hospital (WCH)
Division:	Nursing & Midwifery
Department/Section / Unit/ Ward:	Access & Flow Unit
Role reports to:	Executive Director, Nursing & Midwifery
Role Created/ Reviewed Date:	May 2017
Criminal History Clearance Requirements:	<input type="checkbox"/> Aged (NPC) <input checked="" type="checkbox"/> Child- Prescribed (DCSI) <input type="checkbox"/> Vulnerable (NPC) <input type="checkbox"/> General Probity (NPC)

ROLE CONTEXT

Primary Objective(s) of role:

The Director Access and Flow uses clinical knowledge and experience to provide a strategic approach to access and flow management across the network and works collaboratively with the WCHN Divisions. This includes maintaining up to date knowledge of the organisation's current and future state (24hours), demand and capacity status and merging trends/issues impacting patient flow (i.e. patient delays). A key element of the role includes responsibility for activating and coordination the hospital demand escalation plan and a lead role in clinical emergency management.

The Director, Access and Flow will be responsible for developing a strategic patient flow framework to ensure LHN, State and National key performance indicators are achieved. The role will work collaboratively with nursing, midwifery, medical, allied health and other staff and contractors to support patient flow across the network. The role will lead systems and processes to support the patient journey across the organisation to achieve a seamless flow, ensuring the patient is admitted or transferred to the right place at the right time and oversight length of stay in relation to the estimated day of discharge,.

The role will lead the provision of electronic real time data for clinical and managerial staff and implement a suite of reports with accompanying analysis. The role will lead projects relevant to improving practice within the scope of their role.

Employees in this role accept accountability for the outcomes of their practice, for addressing inconsistencies between practice and policy; and for contributing to a safe and positive work culture in the interest of patient/client outcomes.

Direct Reports:

- > Level 3 N/M Managers After Hours
- > Level 3 N/M Managers Casual Pool
- > Level 3 N/M Consultants – Metropolitan Referral Unit
- > ASO3 Staffing Coordinator

Key Relationships/ Interactions:Internal

- > Operationally and professionally reports to Executive Director for Nursing and Midwifery
- > Works collaboratively with Nursing and Midwifery Divisional Directors (Acute and Community Services), Medical Unit Heads, Nursing/Midwifery Unit Managers, Nurse/Midwifery Managers and Nurse/Midwife Consultants, Allied Health and State-wide Services (e.g. Medical Imaging, Pharmacy).
- > Key clinical role in emergency management processes and plans in collaboration with the Manager, Emergency Management and Executive Director Corporate Services.

External

- > Maintains relationships with non-government organisations or other government organisations.

Challenges associated with Role:

- > Providing strategic and operational leadership for nursing/midwifery and other services within the scope of role.
- > Accountable for the service/s human, financial and material resources within scope of the role and promoting a culture of due diligence
- > Building a culture of quality and safety that is patient/client centred.
- > Leading innovation and change management to address emerging service and workforce needs within span of control.

Delegations:

- > 5

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, Policies and Procedures 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.
- > 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)
- > *SA Information Privacy Principles*
- > Relevant Awards, Enterprise Agreements, *Public Sector Act 2009* (SA), *Health Care Act 2008* (SA), 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.
- > *Health Practitioner Regulation National Law (South Australia) Act 2010*
- > *Mental Health Act 2009* (SA) and Regulations

- > *Controlled Substances Act 1984 (SA) and Regulations*
- > The Nursing and Midwifery Board of Australia Registration Standards (including the Guidelines and Assessment Frameworks for Registration Standards)
- > The Nursing and Midwifery Board of Australia Professional Practice Codes and Guidelines (including Competency Standards, Codes of Ethics and Professional Conduct, Decision Making Framework and Professional Boundaries)
- > Professional Practice Standards and competencies consistent with area of practice as varied from time to time
- > SA Health/LHN/SAAS policies, procedures and standards.

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.

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.

Special Conditions:

- > Meet immunisation requirements as outlined by the Immunisation Guidelines for Health Care Workers in South Australia 2014 specific to the role.
- > It is mandatory that no person, whether or not currently working in SA Health, will be eligible for appointment to a position in SA Health unless they have obtained a satisfactory Criminal and Relevant History Screening Assessment clearance.
- > *Prescribed Positions* under the *Children's Protection Act (1993)* must obtain a satisfactory Criminal and Relevant History 'child-related' employment screening through the Screening and Licensing Unit, Department for Communities and Social Inclusion.
- > Criminal and Relevant History Screening Assessment must be renewed every 3 years thereafter from date of issue for 'Prescribed Positions' under the *Children's Protection Act 1993 (Cth)* or 'Approved Aged Care Provider Positions' as defined under the *Accountability Principles 2014* made in pursuant to the *Aged Care Act 2007 (Cth)*.
- > Depending on work requirements the incumbent may be transferred to other locations across SA Health to perform work appropriate to classification, skills and capabilities either on a permanent or temporary basis subject to relevant provisions of the *Public Sector Act 2009* for Public Sector employees or the *SA Health (Health Care Act) Human Resources Manual* for Health Care Act employees.
- > 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.

Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Direct/indirect patient/client care	<ul style="list-style-type: none"> > Will ensure Clinical and Corporate Procedures and professional standards relevant to the role and function of access and flow are adhered to and reviewed in line with practice change. > Will work with Divisional clinical and management staff and support roles to ensure access & flow strategies and processes to achieve continuity of patient/client services to improve and optimise nursing/midwifery care, and outcomes
Support of health service systems	<ul style="list-style-type: none"> > Lead a strategic approach to access and flow that will be in line with professional nursing & midwifery practice but will also include the role of the multidisciplinary team and will include the development of policies, procedures and business rules to enact the strategies. > Lead the development of nursing and midwifery roles and practices that maximise scope of practice to enable effective and efficient access and flow. > Lead the functions of the Access and Flow Unit which will include key partnerships and day-to-day coordination of other roles that have a direct impact on access and flow > Ensure operational goals and network objectives are achieved in a cost effective and efficient manner > Ensure a risk management strategy including identifying actual and potential risks for access and flow processes/systems and ongoing assessment and monitoring of risks. > At times of peak demand will be responsible for enacting WCHN's demand management escalation policy including the coordination of a network wide response to support internal and statewide capacity in collaboration with the Executive. > Lead clinical role for emergency management that includes identifying potential clinical risks in an emergency and develop mitigation strategies (including business continuity plans) and is the key role for clinical coordination during emergency situations. > Lead or supervise key projects in relation to access and flow and ensure a comprehensive evaluation strategy is implemented. > Lead the implementation of electronic tools to assist access and flow real time information and develop a suite of reports with accompanying analysis for planning purposes and quality improvement. > Oversee and use the human resource systems of ProACT and CHRIS and develop processes and procedures to streamline staffing coordination on a day-to-day basis and the engagement and management of casual pool staff. > Develop and maintain a learning environment, taking a coaching approach to team development, individual capability development and performance management; > Establish communication pathways and respectful relationships with all stakeholder staff for managing access and flow to ensure a whole of hospital (including inter-professional) approach to capacity management. > Manage change in practices in accordance with emerging service needs, care evaluation results, identified imminent systems problems by fostering a non-blame culture. > Effectively manage challenging behaviours and the resolution of conflicts > Key role in the development of access and flow strategies for the new clinical services including the proposed Adelaide Women's Hospital.

Education	<ul style="list-style-type: none"> > Provide high level advice to stakeholders and health services on the management of contemporary nursing and/or midwifery issues relating to education within scope of the role. > Hold a contemporary professional practice portfolio containing professional development evidence commensurate with the level of autonomy, authority and influence expected of the role; > Develop, and encourage a learning environment by mentoring and promoting team development and individual capacity building
Research	<ul style="list-style-type: none"> > Develop suite of Key Performance Indicators to monitor access and flow using current best practice and research findings. > Conduct evaluations and research projects to measure and improve access and flow including consumer satisfaction. > Expert knowledge is used to monitor and evaluate research activities.
Professional leadership	<ul style="list-style-type: none"> > Leadership is provided in the development, implementation and evaluation of practice guidelines, protocols/audits and quality indicators. > Within scope of the role will provide high level advice and expertise in relation to professional practice and workforce legislation relevant to the scope of the role. > WCHN's delegate for state-wide access and flow related projects and daily teleconferences to manage capacity across SA health and key partnership with SAAS. > Work with other LHNs and DHA to develop consistent or state-wide policies and procedures related to access and flow. > Key lead to communicate with external agencies and other government departments that impact on patient flow including DCSI, DCP, SAAS > Develop and implement strategies to obtain consumer feedback and levels of satisfaction with access and flow processes to inform safety and quality improvement. > Within scope of the role will provide high level advice and expertise to state-wide issues and critical analysis in the development of policies and procedures (SA Health and WCHN). > Network with other Women's and Children's services interstate through relevant organisations (eg Women's and Children's Healthcare Australasia, Health Round Table). > WCHN delegate for external committees, panels, advisory groups in relation to access and flow > Lead innovation and change processes in relation to access and flow and workforce needs including emerging services. In collaboration and with the Emergency Management Manager provide leadership and lead change in relation to clinical emergency management.

Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications:

- > Registered or eligible for registration as a Nurse and/or Midwife with the Nursing and Midwifery Board of Australia and who holds, or who is eligible to hold, a current practicing certificate.

Personal Abilities/Aptitudes/Skills:

- > Effective leadership skills including highly developed skills in communication, problem solving, conflict resolution and negotiation.
- > Proven ability to perform effectively under pressure and prioritise workloads.
- > Able to analyse and report on complex data
- > Demonstrated flexibility, innovation and creativity.

Experience:

- > Registered Nurse/Midwife with at least 5 years post registration experience.
- > Experience as a senior leader or manager in the health care industry.
- > Experience in managing and leading complex projects
- > Experience in leading services or organisations through times of extensive change
- > Experience in applying contemporary management processes and practices in a health care setting
- > Experience in leading quality improvement initiatives and risk management in health care settings
- > Experience in computer systems and analytics

Knowledge:

- > Knowledge and understanding of relevant legislation, industrial agreements, standards, codes, ethics and competency standards.
- > Knowledge of contemporary nursing/midwifery and health care issues.
- > An understanding of working within a project management framework.

DESIRABLE CHARACTERISTICS

Educational/Vocational Qualifications:

- > Post graduate studies in nursing, health services management, health administration or human services relevant to the area of practice.

Personal Abilities/Aptitudes/Skills:

- > High level of skills in using computers and software relevant to the area of practice.

Experience:

- > Experience in facilitating health research and applying beneficial results to the area of practice.

Knowledge:

- > Knowledge of the South Australian Public Health System.

Organisational Context

Organisational Overview:

Our mission at SA Health is 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, socioeconomic, biological and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians

Our 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 but are not limited to Department for Health and Ageing, Central Adelaide Local Health Network, Northern Adelaide Local Health Network, Southern Adelaide Local Health Network, Women's and Children's Health Network, Country Health SA Local Health Network and 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.

Health Network/ Division/ Department:

The Women's and Children's Health Network (WCHN) was established to promote, maintain and restore the health of women, children and young people in South Australia. The Service plans, develops and coordinates health services as part of an integrated health system.

The Women's and Children's Health Network efficiently conducts and manages , within its identified resources, health services for children, young people and women, including:

- > Specialist hospital services
- > Primary health care and population health programs
- > Integrated community care service
- > Services to address the health and wellbeing of particular populations, including Aboriginal Health programs
- > Education and training programs
- > Research

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 understand the responsibilities associated with role, the role and organisational context and the values of SA Health as described within this document.

Name:

Signature:

Date:



Women's and Children's Health Network Strategic Plan 2011–2017



Vision

Better health for children, young people and women.

Purpose

To provide quality health services for children, young people and women.

Values

These values will be demonstrated through everything we do:

- > **Respect** for our clients, patients, colleagues and communities
- > Act with **integrity, honesty** and **accountability**
- > Improve our services and care through **innovation**, learning, experience and research.

Strategic Goals

Goal 1: Provide quality health care to our patients, clients, and communities.

Goal 2: Provide effective systems and processes to support delivery of our health services.

Goal 3: Prioritise and allocate resources and infrastructure to best meet health needs.

Goal 4: Build and support our people, culture and capability.

Patients, Clients, Communities

Goal 1: Provide quality health care to our patients, clients, and communities.

To achieve our vision, the key outcomes we must deliver are:

- > Contribute to the population's health and wellbeing
- > Improve opportunities to prevent illness and promote health
- > Reduce the gap between Aboriginal and non-Aboriginal health and wellbeing
- > Provide specialist services
- > Improve equity of access to health services

Systems and Processes

Goal 2: Provide effective systems and processes to support delivery of our health services.

To deliver the required community outcomes, we need to achieve:

- > Person-centred care and continuous service review
- > Safe and evidenced based healthcare
- > Illness prevention and health promotion across all service areas
- > Organisational risk management
- > Quality and integrated health care
- > Leadership in specialist services for the state
- > Community engagement
- > Strong partnerships

Resources and Infrastructure

Goal 3: Manage resources and infrastructure to best meet health needs.

To deliver the required community outcomes, we need to:

- > Prioritise and allocate resources and infrastructure
- > Efficiently utilise current resources
- > Effectively manage resources and assets for maximum benefit
- > Plan for future needs based on evidence and best practice

Our People, Culture and Capability *(Employees, Volunteers and Contracted)*

Goal 4: Build and support our people, culture and capability.

To achieve the desired outcomes and sustain our ability to change and improve, we need to:

- > Always demonstrate our shared organisational values and culture of service
- > Attract and retain the required high quality staff
- > Develop competence, capability, individual accountability and performance
- > Ensure a safe working environment
- > Demonstrate innovative healthcare
- > Foster teamwork