



ROLE DESCRIPTION

Role Title:	Director, Project and Improvement Office
Classification Code:	MAS3
LHN/ HN/ SAAS/ DHA:	Northern Adelaide Local Health Network
Hospital/ Service/ Cluster:	Lyell McEwin Hospital / Modbury Hospital
Division:	Chief Operating Officer
Department/ Section/ Unit/ Ward:	Project and Improvement Officer (PIO)
Role reports to:	Chief Operating Officer
Role Created/ Reviewed Date:	January 2024
Criminal and Relevant History Screening:	<input type="checkbox"/> Aged (NPC) <input type="checkbox"/> Working with Children Check (WWCC) (DHS) <input checked="" type="checkbox"/> Vulnerable (NPC) <input type="checkbox"/> General Probity (NPC)
Immunisation Risk Category Requirements:	<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) <input type="checkbox"/> Category C (minimal patient contact)

ROLE CONTEXT

Primary Objective(s) of role:

- > The Director, Project, and Improvement Office, reports to the Chief Operating Officer (COO) and is accountable for enabling and supporting the delivery of key Northern Adelaide Local Health Network (NALHN) strategic operational and organisational improvement projects as directed by the COO.
- > Responsible for the oversight of the Project and Improvement Office (PIO) program-level milestones, risks, and issues.
- > The Director is to facilitate and coordinate the Projects and Improvement Office; prioritising and allocating activities to align with skills and NALHN priorities.
- > Actively problem solves and facilitates intra-divisional discussions and strategic prioritisation.
- > Escalation point for projects, where barriers / issues cannot be overcome through existing structures
- > Identify and facilitate support for on-the-ground improvement activities including providing advice, coaching, and support, ensuring the PIO is enabling divisions and wards to meet the identified improvement goals utilising the NALHN Continuous Improvement Way.
- > Support NALHN in developing, delivering, monitoring, and reporting to appropriate bodies, including the NALHN Governing Board, SA Health, and the SA Government as required, on all strategic and priority projects and initiatives.
- > Support the Project and Improvement Facilitators working across NALHN and the executive team in the achievement of relevant key performance indicators and strategic and operational improvements and projects across all NALHN Health Directorate sites.
- > Accountable for the ongoing support, evolution, and expansion of TEAM North as a key tool for supporting NALHN's improvement, communication, and engagement from floor to board.
- > Support the change management required in NALHN Directorates across multiple sites and transition improvement activities to relevant teams as appropriate.
- > Delivering key education, training, workshops, Community of Practice functions, and other activities to drive NALHN's capability across both Improvement and Project Management methodologies, aligned with NALHN's Continuous Improvement Way and Project Management Framework

Direct Reports:

- > NALHN Project and Improvement Facilitators
- > NALHN Project and Improvement Office Support Officer

Key Relationships/ Interactions:Internal

- > Key NALHN teams including Finance, Corporate, Clinical Governance and Risk Service, Work Health and Safety, and Workforce.
- > Close working relationships with Executive, Divisional Directors and senior NALHN management.
- > Through facilitators working on the ground within clinical and non-clinical areas to support and develop capability across the organisation.

External

- > Key liaison roles with the Department for Health and Wellbeing, other Local Health Networks, government agencies and other key stakeholders.

Challenges associated with Role:

Major challenges currently associated with the role include:

- > Operating successfully in a large and diverse organisation driving improvement with a diverse range of environments and teams.
- > Working in an environment characterised by complexity and change.
- > Coordinating and prioritising the demanding and competing priorities of the position, ensuring the delivery and outcome evaluations of priority projects and improvements and associated reporting for NALHN.

Delegations:

(Refer to [HR Delegations](#) and [Finance Delegations](#))

Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Leadership:	<ul style="list-style-type: none"> > Reports regularly on progress to the Chief Operating Officer > Compiling high level and comprehensive reports and communications regarding projects and improvement initiatives at a strategic level for presentation to key stakeholders > Provide oversight of progress to ensure team is meeting goals / milestones > Drives the planning process for the team and improves the strategic performance of the team > Accepting accountability for the team, deployment and development including giving feedback regarding performance > Providing leadership of personnel management practices and the functions of staff development and workforce planning > Lead, motivate, and inspire team members to achieve excellence in service provision > Connects with leaders and teams across NALHN to inspire a continuous improvement culture > Provide overarching strategic vision for improvement opportunities for NALHN, including maintaining a national and international perspective
Work in conjunction with Executive and senior	<ul style="list-style-type: none"> > Provide leadership and service improvement initiatives > Provides expert advice on change, redesign and best practice

managers to support improvement planning and development by:	<ul style="list-style-type: none"> > Prioritises resource allocation to ensure improvement initiatives are key to achieving NALHN strategic and operational objectives
Delivers a culture of continuous improvement and project management across NALHN by:	<ul style="list-style-type: none"> > Facilitates workgroups and improvement teams to redesign patient processes, pathways, and clinical operating structures and guidelines by providing expert managerial direction and advice > Facilitates clinical and staff engagement - driving acceptance of implementation: engagement of all Divisions where appropriate > Removes barriers to improvement implementation related issues > Facilitating the development of local and organisational wide improvement support, including developing facilitators to provide support > Effectively analyse and deal with a variety of complex issues concurrently > Develop staff, systems, and processes to achieve KPI and budget improvement strategies by delivering key education and training programs in alignment with the NALHN Continuous Improvement Way > Lead and deliver tailored service improvement projects to further develop the capacity of the services > Determine key areas for improvement and facilitate improvements to deliver specific outcomes > Ensure ongoing support for TEAM North delivery including supporting education, training, board maintenance and integration with NALHN systems and non-clinical services
Project Management and Continuous Improvement	<ul style="list-style-type: none"> > Accountable for the delivery of Priority Project Programs as well as individual projects as required > Maintain project plan, status reporting, decision logs, risks, issues, and outcome evaluation across both programs and projects > Management of project risks, controls, and treatments > Leadership of A3 problem solving applying tools and approaches aligned with the NALHN Continuous Improvement Way > Development and delivery planning of innovative ways of delivering education, training, coaching and support to enable NALHN staff in complying with the NALHN Continuous Improvement Way > Develop NALHN's Project Management Framework (in alignment with SA Health's Project Management Framework), including the development and delivery of education, training, coaching and support to enable NALHN staff in complying with the developed Framework > Undertake data analysis (where required to support improvement and project initiatives)

Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications:

- > An appropriate tertiary qualification in a relevant discipline or demonstrated equivalent relevant experience.

Personal Abilities/Aptitudes/Skills:

- > Demonstrated high level oral and written communication, strong leadership, with a demonstrated ability to motivate and inspire others to work together as a team to achieve identified outcomes.
- > Strong interpersonal skills which demonstrate a capacity to build and maintain relationships with diverse stakeholders on a range of sensitive and complex issues to achieve positive outcomes.
- > Proven ability to analyse and conceptualise problems and to formulate and execute appropriate solutions,
- > Proven ability to be strategic, agile, and resourceful.
- > Proven ability to anticipate, initiate and manage change and operate effectively in an environment of complexity, uncertainty, and rapid change.
- > Proven ability to make effective decisions in a timely manner.
- > Proven ability to resolve conflicts and conduct difficult negotiations.
- > Proven ability to identify performance outcomes, set priorities, plan, and schedule work to achieve objectives and meet deadlines within a context of competing work demands/priorities and tight time frames with proven ability to be resilient and work positively in a changing high-pressure environment.
- > An ability to manage to the spirit and principles of the premier's safety Commitment and the legislative requirements of the Work Health and Safety Act 2012 (SA), utilising AS/NZS ISO 31000:2009 Risk Management- Principles and Guidelines, or to an equivalent set of standards.
- > An ability to manage in accordance with the legislative requirements of the *Work Health and Safety Act 2012* (SA), utilising AS/NZS ISO 31000:2009 Risk Management- Principles and Guidelines, or to an equivalent set of standards.

Experience:

- > Demonstrated experience in the leadership and management of project team, preferably within a hospital environment
- > Demonstrated experience building a culture of continuous improvement
- > Demonstrated experience leading strategic projects in complex multi-factorial environments.
- > Demonstrated experience in reform initiatives including applying and implementing Project Management and Continuous Improvement methodologies
- > Demonstrated experience in leading programs with multiple aligned projects, including delivering reporting, monitoring and outcome evaluations for whole of program as well as individual projects and initiatives
- > Experience in effective planning and review processes to achieve organisational goals.
- > Experience in providing leadership in a complex multi-disciplinary environment, working with a range of people at all levels across a complex organisation.
- > Demonstrated ability to develop, foster and model productive interagency and inter-sectoral working relationships.
- > Experience in the development, implementation and evaluation of services and programs.
- > Experience in quantitative and qualitative analysis of health and business related data.
- > Experience in all aspects of strategy planning and translation, business change governance, program planning and controls, support and assurance of delivery teams, risk management, issue resolution, reporting and performance monitoring and quality assurance related to health service delivery.
- > Experience in operational management of health related services.

Knowledge:

- > High degree of knowledge of continuous improvement and project management methodologies, including use and application for different situations and needs
- > Understanding of organisational management and development.
- > High level of knowledge and commitment to NALHN principles and practice.
- > Understanding of Work Health and Safety principles and procedures
- > Understanding of the Australian National Safety & Quality Health Service Standards.
- > Working knowledge of Microsoft Applications

DESIRABLE CHARACTERISTICS

Educational/Vocational Qualifications:

- > An appropriate tertiary and/or post-graduate qualification in a health management discipline, business management or project management
- > Project Management certification
- > Lean / Six-sigma certification

Personal Abilities/Aptitudes/Skills:

- > Strong understanding of program delivery and program framework design and applications.

Experience:

- > An appropriate tertiary and/or post-graduate qualification in a health management discipline, business management or project management
- > Project Management certification
- > Lean / Six-sigma certification
- > Experience in the development and delivery of a comprehensive education, training, coaching program for implementation of Continuous Improvement or Project Management Framework across an organisation, or service

Knowledge:

- > Knowledge of the health reform agenda and the strategic priorities of the health services
- > Knowledge of current policy and strategy frameworks in SA Health

Special Conditions:

- > It is mandatory that no person, whether or not already working in SA Health, may be appointed to a position in SA Health unless they have provided a satisfactory current Criminal and Relevant History Screening, as required by the *SA Health Criminal and Relevant History Screening Policy Directive*.
- > For appointment in a Prescribed Position under the *Child Safety (Prohibited Persons) Act (2016)*, a current Working with Children Check (WWCC) is required from the Department for Human Services Screening Unit. For other positions, a satisfactory National Police Certificate (NPC) assessment is required.
- > For 'Prescribed Positions' under the *Child Safety (Prohibited Persons) Act (2016)*, the individual's WWCCs must be renewed every 5 years from the date of issue; and for 'Approved Aged Care Provider Positions' every 3 years from date of issue as required by the *Accountability Principles 2014* issued pursuant to the *Aged Care Act 1997* (Cth).
- > Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.
- > 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.

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)* maintaining your own health and safety and not place others at risk and comply with any reasonable instruction that is given to allow SA Health to comply with the WHS Act, 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 for Health Care Workers in South Australia Policy Directive*.
- > Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).
- > *Children and Young People (Safety) Act 2017 (SA)* '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.

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.

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.

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.

Resilience:

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

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
- > Limestone Coast 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 statewide services – Forensics and Older Persons)
- > Sub-acute Services

The total operating budget for 23/24 for NALHN is \$1.02 bn with a workforce of 4,710 FTE / 6,325 head count.

NALHN Governing Board

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

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.

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.

As a public sector employee, you have a responsibility to maintain ethical behaviour and professional integrity standards. It is expected that you act in accordance with the Code of Ethics, and contribute to a culture of integrity within SA Health.

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:

Version control and change history

Version	Date from	Date to	Amendment
V1	10/02/17	09/04/17	Original version.
V2	10/04/17	04/07/17	Safety & Quality statement in General Requirements.
V3	04/07/17	14/05/20	Minor formatting with order of information amended.
V4	15/05/20	19/10/2020	Organisation Context Updated
V5	20/10/2020	08/04/2021	Organisation Context Updated
V6	09/04/2021	20/12/2023	Financial Delegation Updated Management Position Clause Updated Code of Ethics Clause Updated
V7	21/12/2023		Special Conditions Updated General Requirements Updated Organisational Context Updated