



ROLE DESCRIPTION

Role Title:	Clinical Director
Classification Code:	MD2
LHN/ HN/ SAAS/ DHA:	Women's and Children's Health Network
Hospital/ Service/ Cluster:	Women's and Children's Health Network
Division:	Women's and Babies (WABS)
Department/Section / Unit/ Ward:	
Role reports to:	Chief Executive Officer
Role Created/ Reviewed Date:	Updated February 2019
Criminal and Relevant History Screening:	Working with Children Check (issued by DHS) National Police Check (issued by approved provider) If applicable - NDIS Worker Check (issued by NDIS Commission)
Immunisation Risk Category Requirements:	<input checked="" type="checkbox"/> Category A (direct contact with blood or body substances) <input type="checkbox"/> Category B (indirect contact with blood or body substances)

ROLE CONTEXT

Primary Objective(s) of role:

The Clinical Director, WABS is a role that embraces the co-directorship model of leadership in partnership with the Advanced Divisional Nursing and Midwifery Director. This role is accountable for safety and quality governance in WABS and is the professional lead for the WABS medical workforce.

Under a co-directorship model, the Clinical Director pro-actively and visibly works with the Advanced Divisional Nursing and Midwifery Director to lead the strategic direction and implementation of strategies to achieve an integrated service, built around an enhanced service delivery model to deliver the contemporary, consistent and high quality care and services expected by all stakeholders.

This will involve the development of new organisational and clinical models to provide care that is responsive and accessible to the needs of the client population. This role is accountable, with the Co-Director, for the development and implementation of strong clinical governance and the design and establishment of a strengthened operating framework and structure to deliver improved clinical outcomes.

A key responsibility of the role is to establish a strong Divisional leadership team, and to provide support and direction to the Divisional Directors in Neonatal Services, Obstetrics and Gynaecology and Women's Anaesthesia, as well as the associated Clinical Leads, in building a high performing and cohesive team.

The co-directors will maintain and improve the capability and cultural literacy of the WABS staff and ensure the engagement of clinicians in service planning, the development of strong safety and quality systems and a positive learning environment.

The Clinical Director will take a lead role in clinician engagement. This includes responsibility for medical engagement, and assurance of medical input into key decision-making on all activities focused on improving the performance and culture of WABS. The Clinical Director will act as a role model for medical staff and lead the design and implementation of a comprehensive medical workforce strategy to create a heightened sense of professional identity and accountability for medical staff. This will include the development of clear position specifications, introduction of job planning, recruitment and retention initiatives, supervision and performance arrangements, as well as orientation and professional development initiatives to attract and retain talented medical staff.

The Clinical Director will ensure that Trainee Medical Officers are well supported to progress through appropriate training pathways.

Consistent with their overall responsibility for clinical governance of the Service, the Clinical Director will

work with the Advanced Divisional Nursing and Midwifery Director in the design and implementation of an effective consumer and community engagement strategy, including the active participation of consumers. This will include creating a focus on culturally informed care, cultural safety of WABS services, and the development of culturally safe feedback mechanisms for Aboriginal women, their families and for the culturally diverse communities WCHN serves. This includes being proactive in our partnerships to ensure the needs of vulnerable and at risk women and families are supported. The Clinical Director will play a crucial role in fulfilling WCHN's commitment to engaging with consumers and the community in a respectful and authentic way.

The Clinical Director has important leadership accountability for ensuring the optimal use of WABS resources, including human, financial, ICT and physical so that they support and enable the highest standards of service quality and cost-effectiveness. The Clinical Director is responsible for all aspects of the leadership and management of medical staff to ensure best value of this resource is achieved, and for leading the Division so that it delivers value for public investment. This will require the Clinical Director to establish strong corporate governance, with their Co-Director, ensuring there is no undesirable variation in clinical practice or clinically unnecessary use of clinical or corporate resources.

As identified above, WCHN is committed to evidence base practice, and translating research into improved models of care. The Clinical Director will therefore lead the research agenda within WABS and promote its importance within the Division.

The Clinical Director will represent WABS on key SA Health and other relevant forums in South Australia and play an active role in developing and influencing State and Network clinical policy directions relating to neonates, obstetrics and gynaecology.

It is anticipated that in addition to providing clinical and managerial stewardship of the Division, the Clinical Director will deliver some direct clinical services.

Direct Reports:

- > All medical staff within WABS report professionally to the Clinical Director.

Key Relationships/ Interactions:

Internal

- The Clinical Director, WABS reports to the Chief Executive Officer, Women's and Children Health Network. The Clinical Director functions in a co-director model with the Advanced Divisional Nursing and Midwifery Director who also reports to the Chief Executive Officer (WCHN).
- The Clinical Director, WABS will work closely and collaboratively as a member of the Program leadership team, including the Nursing lead, Allied Health Lead and Clinical Program Delivery Lead.
- The Clinical Director, WABS is a member of the WCHN Strategic Executive, new Women's and Children's Hospital (nWCH) Strategic Executive, leads and Chairs the WABS Safety and Quality Committee, is a core member of the WCHN Safety and Quality Committee and actively participates in the WCHN Medical and Leadership Councils.

External

- There are a number of key stakeholder relationships which the role manages, including the Department for Health and Wellbeing (DHW), other SA Health Networks, General Practice, Primary Health Care Networks, other community managed organisations, state government entities (e.g. DECD, DCSI) and Universities / Research Institutes.

Challenges associated with Role:

The primary challenge of the role is to build on the strong and positive history of high quality, team based care, and lead the design and implementation of a proactive and positive change agenda, informed by the findings and recommendations recent external quality review. This is focused on elevating performance across a number of domains within the Division to ensure consistent standards of excellence and improvement, with a particular focus on medical leadership, management and governance. Given the importance of a cohesive, collaborative culture for ensuring high quality care and a strong teaching culture,

(both of which are critical for a tertiary, quaternary service), the Clinical Leader will be accountable for targeted enhancement in teaching (all areas) and specialist training (obstetrics and gynaecology), safety and quality systems and supporting culture.

This will require the incumbent to build a strong and contemporary quality culture and supporting systems, to deliver evidence based care, ensure an embedded and integrated program of risk management, research and education, and to foster exemplary engagement and partnerships with a wide range of internal and external stakeholders. The Clinical Director will be responsible for leading the implementation of a coherent WABS Quality Action Plan, and ensuring that required progress is being made, and is subject to continuous quality review.

Like all public health services, the Division is challenged to deliver services within finite resources, and the Clinical Director will be responsible for providing leadership and stewardship of this responsibility, in partnership with the Nursing Director to achieve financial integrity. The Clinical Director will lead the wise use of clinical resources agenda, within the Division.

As part of its forward planning, WCHN is focusing strongly on integrated care, across the continuum, and the Clinical Director will be required to identify, design and implement innovative approaches to ensuring continuity of care. This will include for example, stronger linkages and joined up planning with community based Child and Family Health services to focus responses on the modifiable risks in the first 1001 days, as well as strengthening midwifery group practice. The Clinical Director will also be responsible for working in close partnership with the Unit Directors to sustain the current standards of excellence which exist, such as Neonatal Service outcomes.

Consistent with the WCHN vision, the Clinical Director will be responsible for leading strategy and performance which ensures research and education are a key pillar of service delivery, and will therefore partner closely with University of Adelaide, Robinson Institute and other key partners to nurture and strengthen current capacity and capability. The Clinical Director will lead the development of the clinical research priorities for Women and Babies services, and collaborate with stakeholders to build a collaborative research agenda.

With the establishment of the new Maternity and Neonatal Community of Practice in late 2015, the Clinical Director will be accountable for providing a proactive and constructive contribution to this group, both in informing state-wide practice, reviewing performance and ensuring the adoption of state-wide endorsed care standards. This will involve review of WCHN performance against established safety and quality indicators, and being recognised by peers as a leader in the adoption of contemporary practice. The inherent challenge of this is engaging with clinicians to review and modify their practice where it does not align with evidence based care.

Additionally, the Clinical Director will be required to provide leadership for advancing the WCHN's important role in state-wide service planning, delineation and governance outcomes of Transforming Health relating to Neonatal, Obstetric and Gynaecological Services.

Critically, the Clinical Director will co-lead the planning for the future relocation of WCH, ensuring that it addresses future population health and care trends, innovations and requirements of care. The Clinical Director will be expected to champion consumer and community engagement, and to sponsor approaches which foster this within their Division.

Delegations:

The role has HRM, Financial and Procurement Delegations in accordance with the WCHN Delegations Manual.

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.
- > 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.
- > Code of Fair Information Practice.
- > 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.
- > May be responsible for supervision and oversight of volunteers assigned within the department, in collaboration with the WCHN Volunteer Unit. Refer to Volunteer Engagement and Management Procedure
- > 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:

- > 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, and must be renewed every 5 years from the date of issue
- > For 'Risk Assessed Roles' under the *NDIS Worker Screening Rules 2018*, the individual's NDIS Worker Check must be renewed every 5 years from the data of issue (or are required to be compliant with transitional arrangement for South Australia).
- > Failure to renew required criminal history screenings prior to nominated expiry will require your absence by way of approved leave until a renewal is obtained.
- > A satisfactory National Police Certificate (NPC) assessment is required.
- > Appointment is subject to immunisation risk category requirements (see page 1). There may be ongoing immunisation requirements that must be met.
- > As a state-wide service, WCHN employees may be required to undertake work at various locations in metropolitan Adelaide, and provide outreach to other parts of South Australia (the latter in consultation with the incumbent of the role).
- > 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.
- > This Role Description provides an indication of the type of duties you will be engaged to perform. You may be lawfully directed to perform any duties that a person with your skills and abilities would reasonably be expected to perform.

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 always 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.

Zero Tolerance to Racism:

The Women's and Children's Health Network has zero tolerance to racism. The Network is committed to ensuring its staff, volunteers, consumers and visitors are able to work or access health services in an environment that is culturally safe and free from any form of racism or discrimination.

Our staff are supported to address any form of racism in all environments, in line with our Corporate Procedure: ***Zero Tolerance to Racism – Identifying, Responding, and Managing in the Workplace.***

Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
<p>WCHN Executive Leadership Contribute to WCHN vision and strategic directions</p>	<ul style="list-style-type: none"> > Contributing constructively as a member of the wider WCHN Executive Team. > Participating in the development of strategic directions and implementation of network wide strategies..
<p>Leadership Responsible for the clinical leadership and clinical governance of WABS</p>	<ul style="list-style-type: none"> > Setting the clinical direction and philosophy of care for WABS, in alignment with National and State policy, standards and legislation; and in partnership with the Advanced Divisional Nursing and Midwifery Director. > Establishing a robust clinical governance framework to ensure the service meets high clinical standards and provides contemporary evidence based treatment and care. > Building a culture which is consumer and carer centred, and where WABS clinicians are highly engaged and proud of their service. > Developing and implementing communication and education strategies to support the model of care, and its clinical governance; > Defining the role contribution expected of each position and clinical team within the service. > Partnering with Unit Heads within WABS service to deliver quality clinical services and ensure legislative and statutory requirements are met. > Establishing quality systems which ensure that there is a continuing focus on improvement, innovation and clinical outcomes. > Ensuring the existence of risk management strategies by encouraging the systematic identification, assessment and treatment of risks which impact clinical care. > Shaping and informing the development of state-wide Neonatology, Obstetrics and Gynaecology strategy and policy. > Ensuring consumer complaints are promptly and appropriately addressed. > Identifying priorities for clinical research and fostering innovation. > Fulfilling those objectives which are allocated to the Clinical Director as per the WABS Quality Action Plan.
<p>Strategic Management Responsible for leading the development, implementation and review of a comprehensive model of care, and advancing the actions of the WABS Quality Action Plan</p>	<ul style="list-style-type: none"> > Establishing, in partnership with the Advanced Divisional Nursing and Midwifery Director and relevant others an evidence based, integrated, contemporary model of service delivery. > Developing and implementing standardised processes for assessment, management and escalation of clinical risk and educate all staff in these processes. > Ensuring effective consultation and participation mechanisms and partnerships are in place with external and internal service providers. > Ensuring consistency of clinical practice in relation to service-wide protocols and guiding principles of care; > Expanding therapeutic models to support clinical care and service delivery; > Co-ordinating and supporting Unit Heads and other medical staff to provide appropriate committee structures and to monitor and provide monthly reports on clinical activities; > Leading team participation in service planning and development through liaising and negotiating with other health care professionals, community groups and agencies. > Participating in, and leading interdisciplinary committees.

<p>Financial Management Responsible for the wise use of resources through:</p>	<ul style="list-style-type: none"> > Planning, deploying and managing the medical staff budget and other revenue streams in accordance with budget and other KPIs. > Contributing to, and initiating actions to review and improve the cost structure of the Service.
<p>Human Resource Management Responsible for the effective management of human resources</p>	<ul style="list-style-type: none"> > Ensuring the adoption of a comprehensive medical workforce plan which defines the required roles and accountabilities, numbers, orientation, training and development requirements, supervision arrangements, consultation and communication approaches. > Developing and supporting medical staff and emerging clinical leaders in their roles. > Effectively managing all allocated medical staff including trainee and registrar positions; > Supporting the development and trial of innovative medical staffing models and practices (including SA Health's Job Planning) which ensure the effective and efficient use of human resources. > Ensure that all medical staff receive appropriate performance management, professional training and development opportunities, leave management and rostering. > Effectively managing the allocation of non-clinical time and private practice to optimise value of public resources. > Ensuring medical staff complete mandatory training and that medical rosters conform to safe working hours. <p>Playing a lead role in effective team cohesion, goal orientation, co-ordination of effort and resolution of complex team issues.</p>
<p>Clinical Expertise Responsible for providing safe, quality care, and role modelling the highest standards of professional medical clinical practice</p>	<ul style="list-style-type: none"> > Providing high level Medical Consultant service to WABS; > Ensuring that all patients are properly assessed, treated, reviewed and discharged based on agreed clinical standards. > Ensuring that all clinical consultations are appropriately documented. > Ensuring that clinical risk assessments and clinical risk management processes meet all contemporary standards. > Ensuring that trainees or students are appropriately oriented and supervised. > Fulfilling any professional registration responsibilities and obligations. > Maintaining high level of individual clinical knowledge, skills and attributes appropriate to the individual's clinical practice. > Managing issues and recommendations associated with coronial matters.
<p>Scholar / Teacher Responsible for leading a research, education and teaching culture and raising the profile of WABS</p>	<ul style="list-style-type: none"> > Ensuring all medical staff, including trainees participate in appropriate medical education and training activities. > Supporting medical staff participation in research activities. > Participating and/or leading researching activities in WABS and collaborating with Universities. > Supporting undergraduate teaching and maintain effective relationships with the relevant colleges for postgraduate training. > Participating in ongoing continuous professional development.
<p>Professionalism Responsible for ensuring that own behaviour, judgement and conduct exemplifies the highest standards of ethical and professional behaviour</p>	<ul style="list-style-type: none"> > Ensuring that medical staff adhere to South Australian privacy laws and legislation, as well as other laws that regulate the handling of personal information. > Provide professional leadership around clinical risk management activities. > Ensure all medical staff participate in regular peer review and clinical audit activities.

Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications:

- > Bachelor of Medicine; Bachelor of Surgery (MBBS) or equivalent.
- > Appropriate Specialist Qualifications and registrable with the Medical Board of Australia as a Medical Practitioner with Specialist registration; or another qualification as defined in the SA Medical Officers Award.

DESIRABLE CHARACTERISTICS

- > Possession of a research higher degree or equivalent experience.
- > Depending on qualifications and experience of the candidate, the University of Adelaide indicate that the successful appointee is eligible for a clinical academic title in the School of Medicine.
- > Possession of a Fellowship of Royal Australian and New Zealand College or equivalent in a specialty relevant to the leadership of the Women's and Babies clinical service.

SELECTION CRITERIA

- > Demonstrated strategic and clinical leadership capability, with proven experience in achieving transformational outcomes within complex clinical environments.
- > Demonstrated contemporary knowledge of relevant clinical best practice and the ability to translate it across a complex system of care.
- > Successful experience in leading strong safety and quality governance and culture.
- > Demonstrated expertise in the development of partnerships and engagement of a diverse constituency to create and sustain integrated care and seamless pathways for consumers and their careers.
- > Demonstrated management expertise, including the ability to set clear directions and create a culture of performance and resource accountability, with strong team functioning.
- > A track record of achievement in leading and initiating clinical research, education and continuous quality improvement to improve quality of care.
- > Demonstrated leadership commitment to closing the gap in the health inequities experienced by Aboriginal infants, children and women, and others who are vulnerable in our community.

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 Wellbeing.

The legal entities include but are not limited to Department for Health and Wellbeing, 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 services
- 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.

Domestic and Family Violence

The WCHN recognises violence against women as a human rights issue that must be addressed in the workplace, and is committed to a zero tolerance policy towards violence against women in the workplace. Accordingly employees must appropriately report and respond to any such acts in the workplace, and make available appropriate support to employees who may be experiencing violence in the community.

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 & Children's Health Network

Accountability – what does it mean for me?

Within WCHN everyone is accountable for their contribution to the safety and quality of care delivered to consumers.

Consumers

Consumers and their families participate as partners to the extent that they choose. These partnerships can be in their own care, and in organisational design and governance.

Staff including Contractors, Locums, Agency, Students and Volunteers

All staff (as described above) have a role in the delivery of safe, high quality care to consumers, and are expected to perform their roles with diligence; and with a person-centred approach to the best of their ability. It is the responsibility of all staff to raise concerns when it is recognised that something is not right. Safety and quality is the responsibility of all staff, at all levels and across all locations.

Clinicians

All clinicians are accountable for the provision of competent, consistent, timely, safe, reliable, contemporary and person centred care within a defined scope of practice.

Clinicians work in teams with professionals from a variety of disciplines based on mutual respect and clear communication, with an understanding of responsibilities, capabilities, constraints and each other's scope of practice.

All clinicians are responsible for providing care that is person centred, evidence based and which focuses on safety through minimising risk while achieving optimal outcomes for consumers. This is helped by participating in clinical governance, in WCHN health and safety forums, fostering a learning environment and supporting other clinicians to provide high quality services which are safe.

Clinicians are expected to speak up when there are concerns about safety so that these can be rectified and learnt from. Clinicians are accountable for their own individual professional practice, including maintaining currency of credentialing, registration and professional practice.

Managers

Managers are accountable for implementing systems and practices that support high quality clinical practice. Managers oversee, guide and direct staff by providing leadership and advice ensuring appropriate clinical governance, continuous quality improvement, and leading safety programs. Managers develop, implement and monitor performance indicators for the identification, management and reporting of risk. Managers implement the Clinical Governance Framework; Consumer Engagement Framework and the requirements of the National Safety & Quality Standards within their areas of responsibility. Managers are expected to demonstrate diligence and honesty in the management of public resources.

Managers organise, direct and manage the performance of staff to meet operational requirements; implement and promote evidence based standards and policies that are compliant with relevant, professional, industrial and legislative requirements. Managers engage with and listen to staff, and create an environment where staff feel able to speak up in relation to concerns about safety. Managers address concerns raised and provide regular, ongoing feedback in the interests of improving care and safety.

Executive/Divisional Directors

Executive/Divisional Directors are accountable for embedding the Clinical Governance Framework; Consumer Engagement Framework and the requirements of the National Safety & Quality Standards into their areas of responsibility and providing assurance to the Executive and Board that these systems are in place and work effectively, all risks are known and mitigated and that staff understand their safety and quality responsibilities.

It is expected that those holding senior leadership positions will model the highest standards of ethical and professional behaviour.

WCHN Committees

WCHN Committees support Executive Directors to implement and evaluate organisational systems, support divisions to work together to identify and mitigate risk and continuously improve practice. They support the organisation to work as a single entity.

Chief Executive Officer

The Chief Executive has overall accountability for safety, care delivery, system governance and monitoring.

Board

The Board is accountable for governance, monitoring, compliance and ensuring the executive are discharging their responsibilities in managing the organisation.

Women's and Children's Health Network Strategy 2026

Four Strategic Priorities



Improved health and wellbeing of families and communities



Meaningful gains in Aboriginal health and wellbeing



Provide leading healthcare for women, babies, children and young people



Create one health network

Key Enablers

Effective communication

Consumer and community engagement

Culture and leadership

Engaged and capable workforce

Enabling technology

Research

Productive partnerships

Contemporary infrastructure

Financial sustainability

Continuous improvement and innovation

Mission To improve the health and wellbeing of families and communities by providing integrated care and support

Vision To be a leading and respected health network for women, babies, children, young people and their families

Values Compassion, Respect, Equity, Accountability, Together for Excellence

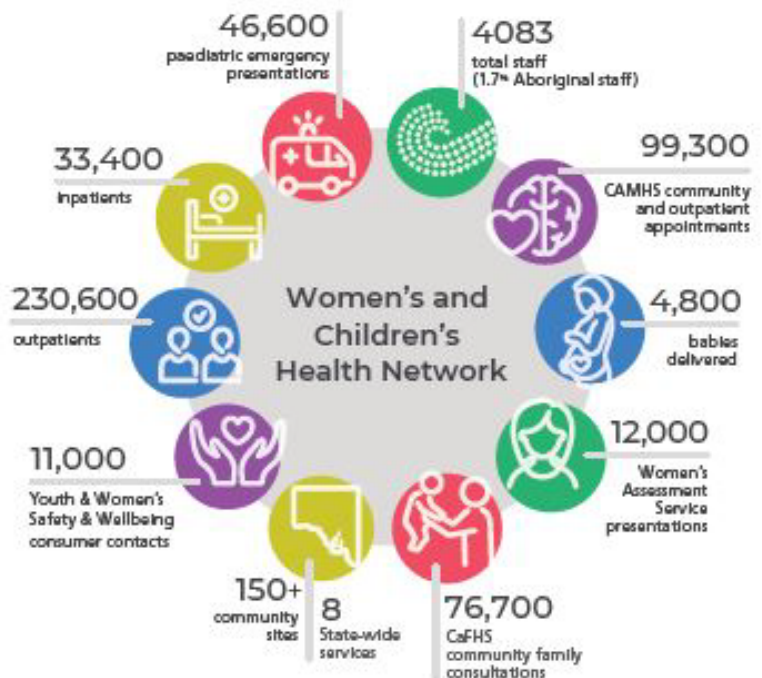
Our Story starts with our consumers and communities who are at the centre of everything that we do.

Our focus for the years ahead is to:

- Provide outstanding care and service
- Enhance our culture and leadership
- Design and deliver a new Women's and Children's Hospital
- Strengthen partnerships, expand innovation
- Through research, education and learning, inspire others, share specialist knowledge and deliver excellence in everything that we do
- Deliver an integrated WCHN

Our Way is underpinned by our agreed ways of working together that enable us as an organisation to:

- Share a common purpose and direction
- Use innovative and new ways to deliver our service
- Educate and support people to excel in the care that they give
- Grow and develop our current and future leaders
- Ensure that we have consistent behaviours and ways of working
- Implement processes and systems that are efficient and effective



State-wide services: Child and Family Health Service, Child and Adolescent Mental Health Service, Yarrow Place Rape and Sexual Assault Service, Disability Services, Child Protection Service, Metropolitan Youth Health, Women's Health Service, Women's Safety Strategy