

## ROLE DESCRIPTION

<b>Role Title:</b>	Implementation Manager, Statewide Patient Reported Measures Program
<b>Classification Code:</b>	AHP4
<b>LHN/ HN/ SAAS/ DHW:</b>	Commission on Excellence and Innovation in Health (CEIH)
<b>Hospital/ Service/ Cluster:</b>	Citi Centre
<b>Division:</b>	Human Centred Design
<b>Department/Section / Unit/ Ward:</b>	CitiCentre
<b>Role reports to:</b>	Program Director, Statewide Patient Reported Measures Program
<b>Role Created/ Reviewed Date:</b>	April 2021
<b>Criminal and Relevant History Screening:</b>	<input type="checkbox"/> Aged (NPC) <input checked="" type="checkbox"/> Working With Children's Check (WWCC) (DHS) <input type="checkbox"/> Vulnerable (NPC) <input checked="" type="checkbox"/> General Probity (NPC)
<b>Immunisation Risk Category Requirements:</b>	<input type="checkbox"/> Category A (direct contact with blood or body substances) <input type="checkbox"/> Category B (indirect contact with blood or body substances) <input checked="" type="checkbox"/> Category C (minimal patient contact)

## ROLE CONTEXT

### Primary Objective(s) of role:

In Australia and internationally, Patient Reported Outcome Measures (PROMs) are a growing method of assessing the quality of health care from a consumer perspective. PROMs and Patient Reported Experience Measures (PREMs) can be triangulated with clinical and operational metrics to ensure holistic insight into the effectiveness of health services. This data can also be associated with cost to drive value-based healthcare. The Patient Reported Measures (PRM) Program will deliver the systematic collection, analysis and timely reporting of PROMs and PREMs to clinicians, enabling patients and clinicians to make better decisions together. The PRM program is an important enabler of performance improvement initiatives in health services across South Australia, as aggregate data will be available as a measure of service quality and at a system level to drive excellence and innovation.

The Implementation Manager reports to the Statewide PRM Program Director and is responsible for leading the identification, development and implementation of strategies to establish of the Statewide PRM Program across defined clinical areas. The role will provide project management and other support to clinical leaders and practitioners to change culture, implement innovative solutions, and ensure the successful utilisation of the IT solution. The role will liaise with IT provider(s) as required, develop and implement resources and education materials for clinicians and consumers, and maintain consistency in implementation approach and clinical workflows across PRM Program service providers.

The position will require strong stakeholder engagement, and will work collaboratively with health professionals including hospital managers and clinicians, consumers, and community and primary care partners to support opportunities for innovation in care delivery.

### Direct Reports:

Whilst this role does not have any direct reports it is expected, as the Implementation Manager, that this position will provide leadership, guidance and set standards for other PRM Program team members.

### Key Relationships/ Interactions:

#### Internal

- > Close working relationships with the staff and leadership team of CEIH; the Department for Health and Wellbeing (DHW), specifically Digital Health SA, Office of the Chief Medical Information Officer, Sunrise EMR and Safety and Quality representatives; and LHN representatives, clinicians and consumers.

#### External

- > Collaborative working relationships with external stakeholders in health, public and private sectors, other jurisdictional health representatives such as the Australian Commission on Safety and Quality in Healthcare and other jurisdictions who are in various stages of PRM program implementation, other state government agencies as required, and non-government providers such as IT and digital health developers.

### Challenges associated with Role:

Major challenges currently associated with the role include:

- > Balancing competing priorities in establishing the Statewide PRM program within agreed timelines, ensuring quality outcomes and deliverables.
- > Consulting and liaising with multiple key stakeholders, requiring leadership, negotiation and change management at multiple levels to gain commitment and support by stakeholders, under circumstances where there are other day-to-day pressures.
- > Managing diverse expectations of many stakeholders across the state.
- > Working in a fast paced environment characterised by complexity, innovation and change.

### Delegations:

Nil

## Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Program Management	<ul style="list-style-type: none"><li>&gt; Lead the identification, development and implementation of strategies to establish the PRM Program across defined clinical areas.</li><li>&gt; Provide high level and expert advice, professional direction and support to clinical leaders and practitioners to change culture and implement innovation, and to enable the successful utilisation of IT solution(s).</li><li>&gt; Develop and maintain strong, effective and collaborative working relationships with a broad range of internal and external stakeholders to support PRM Program implementation.</li><li>&gt; Provide timely and high level advice to the Statewide PRM Program Director on matters necessary to support the implementation and establishment of the PRM Program.</li><li>&gt; Facilitate strategic partnerships with both internal and external stakeholders.</li><li>&gt; Provide high level advice in the design, and facilitate and ensure the delivery of, tailored coaching and support to PRM project leads within the LHNs to support front-line leaders and clinicians to change culture and implement innovations.</li></ul>

	<ul style="list-style-type: none"> <li>&gt; Monitor program implementation against key milestones and develop detailed program reports to inform PRM Program Director and governance committee(s).</li> <li>&gt; Contribute at a high level to evaluation processes, program monitoring and reporting.</li> <li>&gt; Identify, develop and/or apply discipline principles and new technology in reviewing and identifying opportunities for improvement in the collection, analysis and timely reporting of PROMs and PREMs to clinicians.</li> </ul>
Project Management	<ul style="list-style-type: none"> <li>&gt; Formulate and implement plans, programs of work and solutions with a focus on sustainability and embedding the Statewide PRM Program as 'business as usual' within clinical areas.</li> <li>&gt; Plan and implement change management and performance improvement initiatives to promote the importance of good data quality including managing stakeholder engagement, communication, and education processes and initiatives.</li> <li>&gt; Provide end-to-end project oversight, advising on and contributing to project scoping, project briefs and project plans, including milestones and timing schedules.</li> <li>&gt; Manage deadlines and report on progress to key stakeholders about the success of implementation.</li> <li>&gt; Determine, manage and monitor risks and develop contingency strategies, identify barriers, escalate as required and utilise local champions to facilitate success.</li> <li>&gt; Provide strategic and specialised advice to, and represent the Department as required on, relevant intergovernmental and state forums, and committees with key stakeholders and other government and non-government organisations.</li> </ul>
Continuous Improvement	<ul style="list-style-type: none"> <li>&gt; Maintain a clinical caseload commensurate with project management responsibilities.</li> <li>&gt; Encourage a culture within the Statewide PRM Program team of continuous improvement, an expectation of excellence in all aspects of work.</li> <li>&gt; Monitor own performance to ensure that work is appropriately prioritised and completed on schedule.</li> <li>&gt; Ensure own training and skills are appropriate and raise required training and up-skilling requirements with line manager.</li> <li>&gt; Contribute to the development and achievement of the overall PRM Program objectives.</li> </ul>
Corporate Compliance	<ul style="list-style-type: none"> <li>&gt; Adequately manage official records according to relevant legislation, policies and procedures.</li> <li>&gt; Identify and report all health and safety risks, accidents, incidents, injuries property damage and near misses in the workplace.</li> <li>&gt; Participate in all activities associated with the management of workplace health and safety</li> </ul>

## **Knowledge, Skills and Experience**

### **ESSENTIAL MINIMUM REQUIREMENTS**

#### **Educational/Vocational Qualifications:**

- > An appropriate degree for one of the Allied Health disciplines, which entitles registration with relevant professional body and/or membership with the relevant professional association.
- > Project/program management qualification or equivalent experience.

#### **Personal Abilities/Aptitudes/Skills:**

- > Proven ability to effectively communicate and present complex ideas and insights tailored to the audience including management, technical, clinicians and staff, both orally, visually and in writing.
- > Demonstrate a proactive approach to the development of health services, excellent critical and original thinking and problem solving skills with a high degree of attention detail, accuracy and professional presentation of work outputs.
- > Demonstrated ability to work independently, as well as collaboratively in a team, under broad direction, exercise significant professional judgement and make independent decisions related to professional health service and/or project delivery and manage conflicting priorities within the framework of the agency's corporate objectives.
- > Demonstrated ability to undertake complex calculations, maintain a high level of accuracy and understanding and report on complex and/or diverse matters in a clear and concise manner.

#### **Experience:**

- > Extensive experience in project management including initiating, strategically planning, managing and successfully executing major and complex projects and leading, managing and motivating staff.
- > Experience in contract management and/or non-government provider engagement, in the areas of health service provision.
- > Extensive experience in managing complex matters, conducting difficult negotiations across a broad range of stakeholders in health and other sectors, resolving conflict, solving problems, anticipating change, planning appropriately and leading others to respond positively to change.

#### **Knowledge:**

- > Extensive knowledge of contemporary project management, strategic planning, continuous quality improvement and co-design principles, methods and practices.
- > Specialist knowledge of contemporary methods and practices related to Patient Reported Measures and emerging directions within health services, including digital health strategies and value-based healthcare models, in South Australia, nationally and internationally.
- > Detailed knowledge of relevant legislation, standards, initiatives, government policies, and guidelines and an understanding of relevant competencies, ethics, codes and industrial agreements as they relate to clinicians and their practice settings.

### **DESIRABLE CHARACTERISTICS**

#### **Education:**

- > Postgraduate qualification in health management or related discipline

## Experience:

- > Demonstrated experience managing complex change in healthcare settings
- > Experience using design thinking methods

## Knowledge:

- > An understanding of Allied Health professional issues
- > Knowledge of current Allied Health management information systems
- > A sound knowledge of the health care system in South Australia
- > A high level of understanding of organisational management and development

### Special Conditions:

- > It is mandatory that no person, whether or not already working in CEIH, may be appointed to a position in CEIH 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 CEIH 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:

All CEIH staff are required to work in accordance with the Values and 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 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:**

CEIH employees are required to participate in the organisation's Performance Review and Development Program which will include a regular review of their performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to the Public Sector Values and strategic directions of the CEIH.

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

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

CEIH 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.

CEIH employees will not misuse information gained in their official capacity.

CEIH 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:**

CEIH 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.

#### **Resilience:**

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

## Organisational Context

The CEIH provides leadership and advice on excellence and innovation in healthcare. We partner with clinicians, consumers, carers and other collaborators to improve care and safety, monitor performance, and champion evidence-based practice to improve health outcomes.

Our vision is, “Together, let’s create better healthcare for South Australians”.

In doing this we will:

- > bring together expertise from clinicians, consumers, health partners and other stakeholders to maximise health outcomes and experience
- > be a centre for excellence, a strong partner for clinical improvement and innovation and have expertise which can influence design
- > drive safer, more innovative and efficient healthcare by empowering clinicians and consumers.

The CEIH has four directorates:

- > Consumer and Clinical Partnerships
- > Clinical Improvement and Innovation
- > Clinical Informatics
- > Human-centred Design

### CEIH Culture

The CEIH is committed to:

- > Accountability – leading by example and role modelling
- > Collaboration – leveraging the power of diversity
- > Trust – acting with integrity and trust
- > Empathy – making everyone feel valued and understood
- > Learning – promoting lifelong learning and curiosity
- > Aiming high – nurturing high expectations and standards
- > Customer focus – champion the whole of customer experience in everything we do.

### Our Legal Entities

CEIH has been proclaimed as an attached office to the Department for Health and Wellbeing, under the *Public Sector Act 2009*. The Commissioner CEIH is responsible to the Minister for Health and Wellbeing.

CEIH works with other legal entities of SA Health including (but not limited to) the Central Adelaide Local Health Network Inc., Northern Adelaide Local Health Network Inc., Southern Adelaide Local Health Network Inc., Women’s and Children’s Health Network Inc., Barossa Hills Fleurieu Local Health Network Inc., Eyre and far North Local Health Network Inc., Flinders and Upper North Local Health Network Inc., Limestone Coast Local Health Network Inc., Riverland Mallee Coorong Local Health Network Inc., Yorke and Northern Local Health Network Inc. and SA Ambulance Service Inc.

## Values

### South Australian Public Sector Values

The public sector values have been developed to make it easier for us to work together by forming a culture and a vision that we all share.

- > 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:**