



SA Health Job Pack

| Job Title | CAMHS Senior Speech Pathologist Forensic Services |
|-------------------------------|---|
| Eligibility | Open to Everyone |
| Job Number | 694527 |
| Applications Closing Date | 18/10/2019 |
| Region / Division | Women's and Children's Health Network |
| Health Service | Child and Adolescent Mental Health Services |
| Location | Paradise |
| Classification | AHP3 |
| Job Status | Part time, 18.75 hours per week, Ongoing |
| Total Indicative Remuneration | \$106,477 - \$114,282 |

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 Human Services Criminal History Check and/or a South Australian Police (SAPOL) National Police Check (NPC). The following checks will be required for this role:



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

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

Immunisation

Risk Category B (indirect contact with blood or body substances)

This role carries specific immunisation requirements. To be eligible for appointment in this role you will be required to meet the immunisation requirements associated with Category B (indirect contact with blood or body substances). Please click here for further information on these requirements.

Contact Details

| Full name | Lee Marling |
|---------------|-----------------------|
| Phone number | 8161 7198 |
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NOTE: Please refer to the accountability statement at the end of this document.

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



Government of South Australia

SA Health

ROLE DESCRIPTION

| Role Title: | CAMHS Senior Speech Pathologist | |
|----------------------------------|--|--|
| Classification Code: | AHP3 | |
| LHN/ HN/ SAAS/ DHA: | Women's and Children's Health Network (WCHN) | |
| Hospital/ Service/ Cluster | Women's and Children's Hospital (WCH) | |
| Division: | Child and Adolescent Mental Health Services (CAMHS) | |
| Department/Section / Unit/ Ward: | CAMHS | |
| Role reports to: | Professionally to Speech Pathology Lead and Operationally to CAMHS Clinical Director | |
| Role Created/ Reviewed Date: | 20/07//2016 | |
| Criminal History Clearance | Aged (NPC) | |
| Requirements: | Child- Prescribed (DCSI) | |
| | Vulnerable (NPC) | |
| | General Probity (NPC) | |
| Immunisation Risk Category | Category A (direct contact with blood or body substances) | |
| | Category B (indirect contact with blood or body substances) | |

ROLE CONTEXT

Primary Objective(s) of role:

Within the framework of the National Mental Health Policy and the Standards for Mental Health Services and in a manner consistent with the stated Vision and Values of the Women's and Children's Health Network (WCHN) the Senior Speech Pathologist provides clinical expertise for children, adolescents and their families with mental health issues. The Senior Speech Pathologist primarily provides direct expert care for an individual or group of clients and clinical leadership to multidisciplinary staff. The Senior Speech Pathologist is a person who through education and experience is able to effectively ensure and provide quality speech pathology services to children, adolescents and their families experiencing complex, social, emotional and behavioural difficulties, within a multidisciplinary and interagency team context.

The senior Speech Pathologist is an extensively experienced and highly competent clinician who delivers advanced clinical services to the Child and Adolescent Mental Health population and also assumes a clinical / professional leadership role within the organisation. The senior Speech Pathologist is responsible for contributing to improvements in the quality, safety and community needs-driven distribution of services across CAMHS and within the needs and demand.

Direct Reports:

> Not applicable

Key Relationships/ Interactions:

Internal

- > Professionally reports to the Principal Lead for Speech Pathology for own practice and as a clinical supervisor
- > Works closely with Clinical Coordinators, team psychiatrists and other Senior Clinicians in a range of CAMHS teams to ensure optimal consumer care
- > Works collaboratively with the Principal Lead for Speech Pathology to advance the skills and expertise of the Speech Pathology profession in Child and Adolescent Mental Health care.
- > Responsible for the training and clinical supervision of other Speech Pathologists and students within their team/s as required

- > Supports the team in the clinical leadership of the service.
- > Works collaboratively with other members of the CAMHS Team, and other staff with in the Division of Mental Health

External

- > Clients/parents/carers and families
- > Other government or non government organisations who are relevant to the running of the service or support of the client group
- > Local community.

Challenges associated with Role:

Major challenges currently associated with the role include:

- > Ensuring high quality service delivery following a period of change with a focus on continuous improvement
- > The personal resilience and attitude to provide clinical leadership in the area of child and adolescent mental health and ensure that both staff wellbeing and clinical practice quality is supported
- > Addressing inconsistencies between practice and policy
- > Keeping up to date with professional standards of practice, research, implementing and monitoring evidence based practice and quality management initiatives consistent with organisational policies
- > Keeping professionally up to date with, own area of allied health practice, child and adolescent mental health, and technological advances
- > Dealing appropriately and sensitively with children, youth, women and their families where there are multiple complexities, diverse cultural backgrounds and expectations
- > Providing high quality speech pathology health services for children, adolescents and their families that are culturally safe, flexible and meet the needs of a diverse population
- > Working in partnership with consumers, carers and external agencies within a developmental context
- > Effectively balancing the need to be pro-active with the requirement to respond quickly to <u>urgent</u> <u>situations.</u>
- > Providing a range of specialist, evidence based interventions that address the communication needs of children, young people and their families
- > Collaborating with other members of the multi-disciplinary team and key stakeholders to identify community needs, plan, implement and evaluate mental health services to address the mental health needs of children, youth and their families
- > Accepting responsibility for the maintenance of own knowledge and professional competence and contemporary practice

Delegations:

> Nil

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.
- > 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).
- > Keeping Them Safe Legislation (inclusive of Mandatory Notifier).
- > 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.
- > Applying the principles of the South Australian Government's Risk Management Policy to work as appropriate.
- > All employees required to complete timesheets must forward their timesheet to their manager, within two weeks from the period worked, to enable their manager to authorise that this is a true and accurate record of hours worked by the employee.
- > CAMHS Clinicians are required to work in accordance with the legislative and professional requirements including:
 - > Children's Protection Act 1993
 - > Government of South Australia-Interagency Code of Practice 2001
 - > Professional Practice Standards consistent with the area of practice
 - > Health Practitioner Regulation National Law
 - > Mental Health Act 2009

Special Conditions:

- > Appointment is subject to a satisfactory Background Screening and National Criminal History Check obtained through the Screening and Licensing Unit, Department for Communities and Social Inclusion to be renewed every 3 years thereafter from date of issue. Existing employees who have undertaken a Police Check and are cleared and then subsequently charged with an offence are required to inform their Line Manager immediately.
- > 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.
- > Provision of services to outreach locations.
- > Some out of hours work will be required.
- > Preparedness to travel to country areas of South Australia (or interstate / or intrastate) by air or motor vehicle, including overnight stay is essential.
- > Must participate in clinical supervision and orientation program
- > Must be prepared to relocate within the metropolitan area of the Division of Mental Health
- > May be required to temporarily fill a higher position, appropriate to the skills and capacity of the

incumbent.

- > Must have current drivers licence and be willing to drive.
- > Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.
- > 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.

Key Result Area and Responsibilities

| Key Result Areas | Major Responsibilities | | |
|---|--|--|--|
| 1. Contribute to the delivery and evaluation of comprehensive and proficient speech pathology clinical care to children, young people and their families within a an evidence informed framework | Provide expert speech pathology clinical knowledge through consultation, capacity building, assessment and intervention in the child and adolescent mental health population through the application of professional standards and adherence to policies, protocols and procedures and working within a model of client centred care. Develop partnerships both internally through a multidisciplinary approach and externally to use Speech Pathology expertise to ensure optimal client needs and outcomes. Undertake consultation and capacity building with teams to ensure the development of awareness and identification of co-morbid communication issues in the child and adolescent mental health population Contribute to the assessment of complex individuals and families presentations, using expert speech pathology knowledge and to make recommendations regarding the most appropriate interventions, Provide speech pathology intervention which supports the implementation of effective mental health care Provide written reports in a clear, concise manner that assist allocated clinicians to implement interventions that take into account assessed speech and language difficulties Provide written reports in a clear, concise manner that is readily understood by both consumers and professionals maintained in accordance with organisational policy. Provide expert knowledge in monitoring client care plans and clinical review programmes/audits to ensure quality client outcomes. Assist all allied health, nursing and medical staff with complex comorbid clinical work through co-work of complex cases and contribution to clinical discussions within the multidisciplinary team Hold a portfolio within the CAMHS component | | |
| 2. Demonstrate a commitment to consumer participation and Team Leadership 3. Ensure services are delivered in a culturally responsive manner | Work collaboratively with consumers in the development of individual care/treatment plans using a recovery framework In collaboration with the Clinical Coordinator /Service Manager where applicable, review incidents, accidents and complaints arising within the clinical setting with a focus on reduction of incidents/accidents , complaints and identifies opportunities for improvement in consumer care In consultation with consumers and the Clinical Coordinator /Service Manager where applicable, identify opportunities for improvement in consumer care and implements planned strategies designed to promote and establish the Service/Unit as a benchmark for excellence Promote access and equity of services for people from Aboriginal and Torres Strait Islander backgrounds. Provide services that are culturally responsive to the needs of consumers. Enables consumers to make decisions concerning their health/mental health | | |
| 4. Provide clinical leadership and expert knowledge to speech pathologists and | Implement the professional practice framework through the leadership of speech pathology practice. Plan and co-ordinate services with other disciplines or agencies to | | |

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|---|--|
| multidisciplinary staff for CAMHS to implement consistency of practice standards and local service outcomes | meet health care needs. Contribute expert clinical assessment and advice to achieve integrated mental health care within a risk management framework Provide clinical supervision of level 2 speech pathology staff within the organisation Address inconsistencies between speech pathology practice and policy, within the defined area of expertise. |
| 5. Encourage and foster a positive culture and safe work environment | Contribute to a team environment, which promotes positivity, learning and development, safety and welfare of employees, acknowledges cultural and personal differences, and encourages creativity, innovation and honesty. Establish and maintain productive working relationships Engage in communication processes to effectively deal with challenging behaviours and the resolution of conflicts Demonstrate a positive approach and commitment to client centred service. Support and implement change management processes |
| 6. Contribute clinical expertise in a learning environment | Contribute to the development and sustainability of speech pathology service delivery for children and adolescents with mental health issues. Provide other health professionals with opportunities for learning and education regarding communication difficulties and mental health Act as a consultant and resource person to CAMHS, other agencies and the community by providing information and education regarding speech pathology and child and adolescent mental health. |
| 7. Responsible for individual development and education | Hold a contemporary professional practice portfolio with supporting evidence of knowledge and skills commensurate to the role. Successfully attain professional competencies to a standard agreed at annual performance development review. Seek opportunities for learning relevant to their discipline and mental health, which is based on evidence based practice |
| 8. Contribute expertise in all aspects of quality management to improve speech pathology and service delivery | Continuously review existing practices and policies to reduce inconsistencies. Use expert knowledge to monitor and evaluate research activities. Provide leadership in the development, implementation and evaluation of practice guidelines, protocols/audits and quality indicators. |
| 9. Contributing to Research and Evaluation Programs | Participate in the evaluation of clinical programs with a view to ensuring their adequacy, as well as identifying opportunities for new and improved services. Maintain statistical information of activities for planning research, service delivery and service development. Design, conduct and report on original research relevant to speech pathology and child and adolescent mental health. Seek funding from relevant sources to support ongoing research activities. |

Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications

• Appropriate degree or equivalent qualification which gives eligibility for full membership of the Speech Pathology Association of Australia.

Personal Abilities/Aptitudes/Skills

The incumbent must possess a high level of interpersonal skills, with the ability to:

> Demonstrate ability to work within a multidisciplinary team, incorporating speech pathology practice into the mental health setting

Work with a high degree of responsibility with limited supervision and direction.

- > Communicate clearly in both written and verbal forms.
- > Demonstrate a commitment to the principles of social justice.
- > Demonstrate a commitment to the development of personal and professional skills.

Experience

- > Extensive experience in the delivery of speech pathology services to children and adolescents with co-morbid mental health presentations in a multidisciplinary setting
- > Extensive experience in the area of clinical supervision of staff and students
- > Demonstrated ability to provide consultation and to conduct assessments and interventions of a complex nature with children and adolescents with co-morbid speech language and mental health issues, and their families using a range of theoretical models in assessment and intervention.
- > Developing, designing, implementing and evaluating speech pathology service provision.
- > Collaborating with other professional groups and agencies to develop a shared understanding of effective ways to support children and young people with co-existing communication and mental health issues.

Knowledge

- > Demonstrated knowledge of the theory and practice of clinical work within the speech pathology profession
- > Knowledge of a variety of assessment and intervention models for working with children, adolescent and families.
- > Knowledge of the wider system and the relationship between social contexts and mental health.
- > Knowledge of the impact of government policy affecting the area of child, adolescent and family health and welfare services.
- > Knowledge of primary health care principles.
- > Knowledge of child protection legislation

DESIRABLE CHARACTERISTICS

Educational/Vocational Qualifications (considered useful in carrying out the responsibilities of the position)

> Higher qualifications or recognised formal training in at least one modality of clinical practice relevant to Child and Adolescent Mental Health, or within the discipline of speech pathology

Experience

- >
- > Advanced clinical experience in the delivery of at least one clinical modality relevant to speech pathology and child and adolescent mental health
- > Experience of qualitative/quantitative evaluation outcome measures or programs.
- > Experience providing clinical services in rural or remote locations and/or defined areas of practice (eg forensic, guardianship)

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 services
- > Services to address the health and wellbeing of particular populations, including Aboriginal Health Programs
- > Education and training programs
- > Research.

Division/Branch

Child and Adolescent Mental Health Services (CAMHS)

CAMHS is the state-wide child and adolescent mental health service auspiced by the WCHN. CAMHS provides specialist mental health services for infants, children, young people predominantly up to the age of 16 years and their families, and women (and their children up to 3 years), who are experiencing mental health problems or severe emotional and behavioural disturbance.

The aim of CAMHS is to reduce the extent and severity of mental health problems in this client group in our community and inpatient services whilst promoting good mental health and delivering early intervention mental health programs to identified population groups.

Assessment and treatment services are provided by a range of clinicians who are specialised in child and adolescent mental health. These include mental health nurses, mental health nurse practitioners, psychiatrists, psychologists, social workers, occupational therapists, paediatricians and psychotherapists.

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 Management Plan 2018-2020

Our Purpose: Improving the health and wellbeing of our community

Lead

lmagining the future

- Care for our staff so that we can care for our community
 Continue to strengthen person and family centred care
 Enable an innovative and productive
- culture to ensure we are delivering excellent care
- Ensure women, youth and children's safety

- Improve health outcomes for Aboriginal women, children and families
- Improve wellbeing and resilience of our young people
- Plan for the new Women's and Children's Hospital
- Work towards embedding a focus on the first 1000 days of life

Partner Together we do better

Build a caring, innovative, productive and safe workplace culture that enables an engaged, skilled workforce Create a climate to foster research excellence and translation into practice Embed collaboration, teamwork and partnership to lead quality service delivery for a range of complex needs

Key goals

Encourage consumer and community engagement at all levels Envision what excellence in care and continuous learning means

Deliver Improving the experience

Achieve ongoing accreditation under the National Safety Health Service Standards

Deliver greater efficiencies resource across strategii outpatient sustainr ure that Implement of our recommend vices are from the Ch incially Protection S tainable Royal Comm

s and CaFHS service mode improvement



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.