



## ROLE DESCRIPTION

<b>Role Title:</b>	Nursing and/or Midwifery Director – CaFHS (Operations Director)
<b>Classification Code:</b>	RN/M5.2
<b>LHN/ HN/ SAAS/ DHA:</b>	Women's and Children's Health Network
<b>Hospital/ Service/ Cluster</b>	Women's and Children's Health Network
<b>Division:</b>	Nursing and Midwifery Directorate
<b>Department/Section / Unit/ Ward:</b>	Child and Family Health Service (CaFHS)
<b>Role reports to:</b>	Director of CaFHS
<b>Role Created/ Reviewed Date:</b>	January 2025
<b>Criminal History Clearance Requirements:</b>	Working with Children Check (issued by DHS) National Police Check (issued by approved provider) If applicable - NDIS Worker Check (issued by NDIS Commission)
<b>Immunisation Risk Category</b>	Category B - no direct physical contact with patients/clients  <a href="#">Click here for more information</a>

## ROLE CONTEXT

### Primary Objective(s) of role:

The Director - Operations is responsible for the provision of expert level leadership, management, and governance for operational and management processes across CaFHS.

The role will be responsible for ensuring strategic and operational service planning processes are implemented and evaluated across the regions which are consistent with the strategic directions of CaFHS, WCHN, SA Health, Department for Education, State and National Agendas and current research as they relate to child and family health services. This role is accountable for the service delivery of the CaFHS regions with a focus on strategies to increase the reach of services across the state.

The Director - Operations is accountable for the:

- > Efficient delivery of high-quality service,
- > Delivery of service reach against identified targets
- > implementation of new services and models of care,
- > review of current services,
- > continuous improvement of services
- > ensuring high performing teams,
- > development of and adherence to established business principles and governance.

### Direct Reports:

- > Regional Managers (x6 RNM4/AHP4)
- > Nurse Manager (RNM3)
- > Manager – Referral Unit (RNM4)
- > Executive Assistant (ASO3)

### Key Relationships/ Interactions:

#### Internal

- > Maintains close collaborative working relationships with all level 5 and Nursing and Midwifery and Allied Health Directors.
- > Responsible for the management of all level 3 and 4 Nurses/Midwives and Allied health leads within the span of the position
- > Maintains cooperative and productive working relationships within all members of the health care team

#### External

- > Maintains relationships with non-government organisations or other government organisations to meet the needs of the client group.

### Challenges associated with Role:

Major challenges currently associated with the role include:

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

### Delegations:

- > HR – Level 4
- > Financial – Level 5

### Resilience:

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

### Performance Development

The incumbent will be required to participate in the organisation's Performance Review & Development Program which will include a regular review of the incumbent's performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to SA Health values and strategic directions.

### General Requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, 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 *Addressing vaccine preventable disease: Occupational assessment, screening and vaccination policy*
- > 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.
- > 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.

#### **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.***

#### **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.

## Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Direct/indirect patient/client care	<ul style="list-style-type: none"> <li>&gt; Professional, operational, or corporate leadership of nursing/midwifery activities to achieve continuity and quality of service in the division.</li> <li>&gt; Integrate and evaluate models of care.</li> <li>&gt; Build a culture which is patient/client centred and where patient/client engagement is encouraged.</li> <li>&gt; Developing and implementing strategies for optimising timely access and reach of services.</li> <li>&gt; Oversee that procedures relevant to operational clinical and corporate practice within the service are contemporary, evidence based, reviewed in a timely manner, risk rated and will ensure there are systems and processes in place to monitor compliance with these procedures</li> </ul>
Support of health service systems	<ul style="list-style-type: none"> <li>&gt; Lead Safety and Quality Improvement across the service including education, systems and processes, a risk framework and safety and quality plans and projects. The role will work with Level 3 and 4 RN/M, and allied health clinical and management staff and the broader multidisciplinary team to ensure robust quality and safety systems processes are developed, implemented, and evaluated to ensure optimum outcomes for consumers.</li> <li>&gt; Contribute to and implement the corporate nursing/midwifery professional practice framework established by the Director of CaFHS and/or EDNM.</li> <li>&gt; Responsible for leading the management of risks within the Division ensuring the identification and monitoring of risks and ongoing assessment and prevention strategies are in place.</li> <li>&gt; Use a project management framework including evaluation and risk mitigation.</li> <li>&gt; Responsible for ensuring that resources are utilised effectively to ensure practices across the service are undertaken in accordance with the required policies, procedures, and guidelines. The role will work closely with clinical leaders and managers to ensure compliance across the service in relation to mandatory training, performance, review and development and other quality and safety KPI's as required.</li> <li>&gt; Provide a key role in leading and coaching staff to ensure optimum performance is achieved ensuring best outcomes for consumers.</li> <li>&gt; Work with the CaFHS leadership team to develop the learning, safety and quality improvement culture within the service.</li> <li>&gt; Ensure effective communication practices exist within the service.</li> <li>&gt; The role will contribute to the Health and Wellbeing function with the Network to ensure CaFHS staff feel adequately supported during their employment with WCHN.</li> <li>&gt; May be required to manage or oversee an organisational portfolio or long term and/or significant project.</li> <li>&gt; Will be required to provide management of services other than nursing/midwifery.</li> <li>&gt; This role will be instrumental in operationalising models of care with the teams as quality improvement strategies in preparation for the new Women's &amp; Children's Hospital</li> <li>&gt; Oversee and contribute to national benchmarking and collaboratives</li> </ul>
Education	<ul style="list-style-type: none"> <li>&gt; The role will work closely with the education leadership team to ensure best practice across the service is achieved. In particular, the role will be accountable for the identification of safety and quality</li> </ul>

	<p>function and identifying key areas of development in accordance with the scope of the role.</p> <ul style="list-style-type: none"> <li>&gt; Hold a contemporary professional practice portfolio containing professional development evidence commensurate with the level of autonomy, authority and influence expected of the role.</li> <li>&gt; Develop, and encourage a learning environment by mentoring and promoting team development and individual capacity building</li> </ul>
Research	<ul style="list-style-type: none"> <li>&gt; Integrate contemporary information and research evidence with personal knowledge and experience to support executive level decision making.</li> </ul>
Professional Leadership	<ul style="list-style-type: none"> <li>&gt; Provide high level advice to stakeholders and health services on the management of contemporary nursing and/or midwifery issues relating to professional practice and workforce legislation.</li> <li>&gt; Leadership of nursing/midwifery functional services, state-wide and/or comprehensive strategies and projects to achieve effective systems and processes to support practice.</li> <li>&gt; Liaise with stakeholders, health services, Government departments and others to maximise efficiency and effectiveness implementing policy and service directions.</li> <li>&gt; Developing and implementing strategic directions specific functions policy and advice for complex or state-wide operational issues and leading change management</li> <li>&gt; Actively participate in internal and external advisory groups, expert panels, working groups and/or committees.</li> <li>&gt; Provide strategic leadership for innovation, change processes, and coordinated responses to emerging service and workforce needs within span of control.</li> </ul>

## Knowledge, Skills and Experience

### **ESSENTIAL MINIMUM REQUIREMENTS**

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

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

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

- > Effective leadership skills including highly developed skills in communication, problem solving, conflict resolution and negotiation.
- > Proven ability to perform effectively under pressure and prioritise workloads.
- > Demonstrated ability to lead processes to improve safety and quality improvement for consumers and to evaluate outcomes.
- > Demonstrated flexibility, innovation and creativity which can be applied to the hospital setting, particularly in regard to the provision of nursing/midwifery services.
- > Demonstrated commitment to closing the gap and improving health outcomes for Aboriginal mothers, babies, children, families and communities through inclusive and culturally informed policy and system culture.
- >

#### **Experience**

- > Registered Nurse/Midwife, Nurse, or Midwife with at least 5 years post registration experience.
- > Experience as a senior leader or manager in the health care industry
- > Experience in managing and leading complex projects
- > Experience in leading services or organisations through times of extensive change
- > Experience in analysing data to inform sound business decisions, and report writing.
- > Experience in engaging with consumers who are Aboriginal & Torres Strait Islander and Culturally and Linguistically Diverse (CALD)
- > Experience in managing large numbers of staff from various multidisciplinary backgrounds.

#### **Knowledge**

- > Knowledge and understanding of relevant legislation, industrial agreements, standards, codes, ethics, and competency standards.
- > Knowledge of Quality Improvement Systems as applied to a hospital setting
- > Knowledge of contemporary nursing/midwifery and health care issues.
- > An understanding of working within a project management framework
- > An ability to manage to the spirit and principles of the premier's safety Commitment and the legislative requirements of the Work Health and Safety Act 2012 (SA), utilising AS/NZS ISO 31000:2009 Risk Management- Principles and Guidelines, or to an equivalent set of standards.

### **DESIRABLE**

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

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

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

- > Skills in using computers and software relevant to the area of practice.
- > Compassionate and adaptive leadership
- > Willingness to learn, adapt and navigate complexity

## **Experience**

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

## **Knowledge**

- > Knowledge of the South Australian Public Health System
- > Knowledge of the child protection system in South Australia and understanding of legislation and policies affecting practice.
- > Knowledge of perinatal, maternal and infant mental health



## 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:** Lee Davies

**Role Title:** Advanced Divisional Director, Nursing & Midwifery

**Signature:**

**Date:** 09/01/2025

## 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