



## ROLE DESCRIPTION

<b>Role Title:</b>	Executive Director, SA Pathology		
<b>Classification Code:</b>	SAES 1 Level	Position Number	
<b>LHN/ HN/ SAAS/ DHA:</b>	Central Adelaide Local Health Network (CALHN)		
<b>Site/Directorate</b>	SA Pathology		
<b>Division:</b>	Statewide Clinical Support Services (SCSS)		
<b>Role reports to:</b>	Group Executive Director, SCSS		
<b>Role Created/ Reviewed Date:</b>	April 2019		
<b>Criminal History Clearance Requirements:</b>	<input type="checkbox"/> Aged (NPC) <input 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:</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

<b>Primary Objective(s) of role:</b>
<p>The Executive Director, SA Pathology is accountable to the Group Executive Director, Statewide Clinical Support Services for the delivery of a high-quality, efficient and effective diagnostic and associated clinical services to both public and private markets.</p> <p>The Executive Director is responsible for the overall strategic and operational management and performance of SA Pathology across all public health campuses within SA Health.</p> <p>The Executive Director will actively participate in health service planning and ensure sustainable strategic relationships are maintained across the SA health care system and with relevant stakeholder organisations in the provision of pathology services.</p> <p>The Executive Director will act, when required, as the spokesperson for SA Health on matters related to SA Pathology.</p>
<b>Direct Reports:</b>
<ul style="list-style-type: none"><li>• Director of Strategy and Business Development</li><li>• Director of Pathology Operations</li><li>• Directorate Managers</li><li>• Manager Business Change Implementation</li></ul>

<b>Key Relationships/ Interactions:</b>
<p><u>Internal</u></p> <ul style="list-style-type: none"> <li>• The Executive Director, SA Pathology will report to the Group Executive Director, Statewide Clinical Support Services.</li> <li>• The Executive Director, SA Pathology will work collaboratively with the Clinical Services Director, SA Pathology.</li> <li>• The Executive Director, SA Pathology will have strategic and operational relationship with SA Pathology Executive Management, which will provide operational and performance advice in the deliver of the pathology services.</li> <li>• The Executive Director has line management responsibility for all non-medical staff of SA Pathology services.</li> </ul> <p><u>External</u></p> <ul style="list-style-type: none"> <li>• The Executive Director will have strategic and operational relationships with metropolitan and country Local Heath Networks, senior officers throughout the health service, other Government agencies (State and Commonwealth) and key stakeholder organisations.</li> <li>• The Executive Director will have a close working relationship with the Department of Health, to ensure that SA Pathology services facilitates the safe and cost-effective use of pathology testing in South Australia, through promoting the quality use of pathology services.</li> </ul>
<b>Challenges associated with Role:</b>
<p>Major challenges currently associated with the role include:</p> <ul style="list-style-type: none"> <li>• Lead SA pathology services in a period of unprecedented change and reform.</li> <li>• Building a culture that promotes respectful conduct, high standard clinical care, safety, quality and innovation and ensures that all accreditation requirements are delivered.</li> <li>• Influence and provide leadership to senior clinical and SA Pathology staff to improve SA Pathology patient care, performance, and continuous improvement.</li> </ul>
<b>Delegations:</b>
<p>Level 3 HR Delegations, in accordance with SCSS Delegation of Authority Document.</p>

## Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
Strategic Planning and Leadership	<ul style="list-style-type: none"> <li>• Developing and maintaining an effective strategic plan for SA Pathology.</li> <li>• Support the provision of effective services for the South Australian community for public and private pathology testing consistent with relevant government policies.</li> <li>• Providing strategic leadership of all public sector pathology laboratories and ensuring that the goals and standards of the organisation are maintained, including the provision of best practice diagnostic services to public and private customers, high-quality clinical services, teaching and research in accordance with professional standards.</li> <li>• Directing operations through the line management of discipline and site-based pathology services to ensure the delivery of a high-quality, cost efficient and effective pathology service that is managed within budget and resource allocations.</li> <li>• Leading the development of a strategic research plan to co-ordinate and focus the research activities of the state-wide service.</li> </ul>
Organisational Development	<ul style="list-style-type: none"> <li>• Lead, develop and foster a positive work culture which is based on SA Health's values and promotes customer service, learning and development, safety, and welfare of employees, acknowledges differences, and encourages creativity and innovation.</li> <li>• Foster and strengthen ongoing relationships between the Department of Health and Wellbeing, Local Health Networks, and other health entities.</li> <li>• Contribute to the delivery of an integrated health care system through: <ul style="list-style-type: none"> <li>• Providing high quality executive level advice to the Group Executive Director, Statewide Clinical Support Services, Chief Executive Officers of Local Health Networks, and other senior staff across SA Health</li> <li>• Development and maintenance of effective relationships with service providers, key organisations, and stakeholders both within and outside SA Health, including the various media outlets, community groups and industrial organisations.</li> </ul> </li> </ul>

Key Result Areas	Major Responsibilities
Policy and Planning	<ul style="list-style-type: none"> <li>• Ensuring that corporate policies, plans, programs and targets are monitored and achieved effectively.</li> <li>• Developing and monitoring service level agreements in relation to the responsiveness of SA Pathology services with each Local Health Network.</li> <li>• Ensuring services provided by SA Pathology are consistent with the policies of the Government and in accordance with the Code of Ethics for South Australian Public Sector and all other relevant policies.</li> </ul>
Service Management	<ul style="list-style-type: none"> <li>• Fostering a style of management, at all levels, across SA Pathology which optimises the development of staff and the utilisation of human and financial resources.</li> <li>• Strengthening ongoing relationships between Local Health Networks across SA Health and with internal and external stakeholders.</li> </ul>
Financial and Asset Management	<ul style="list-style-type: none"> <li>• Developing and implementing key performance indicators, which includes financial metrics; service efficiency and effectiveness metrics; referrer satisfaction measures, quality and safety metrics and benchmarking.</li> <li>• Significantly contribute to budget preparation, monitoring and reporting and adherence to resources allocations.</li> <li>• Ensure that service provision and related activities are customer focussed and professionally and effectively conducted by contributing to the development of an integrated team approach and culture which is highly responsive to the needs of business partners and external clients.</li> <li>• Development of Service Level Agreements with the Local Health Networks which meet the needs of clinical service delivery for the Networks.</li> </ul>

## Knowledge, Skills and Experience

### **ESSENTIAL MINIMUM REQUIREMENTS**

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

A tertiary or other qualification relevant to management, governance, or research.

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

- Proven ability to negotiate at senior levels of government and private industry.
- Demonstrated high level of interpersonal and leadership skills that foster credibility, trust and co-operation, that engender strong relationships, in particular at executive and senior levels.
- Demonstrated ability to think and act strategically
- Demonstrated ability to think laterally, analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes in an innovative and resourceful manner.
- Strong leadership skills with a demonstrated ability to motivate and inspire others to work together as a team to achieve objectives.
- Demonstrated ability to lead change and influence others in responding to change.
- Ability to communicate with and understand the needs of a wide range of stakeholders in the Government and non-Government sector.
- 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.

#### **Experience**

- Demonstrated executive level or senior experience as it relates to implementing complex change.
- Experience in budget management and achieving financial targets in complex organisations with a wide range of competing priorities.
- Experience in providing leadership in a complex multi-disciplinary organisation in a climate of continuing change, increasing the effectiveness and accountability of the organisation and/or programs.
- Experience in policy, strategic planning, and innovative program development at a senior level, preferably in a public sector pathology services related area.
- Experience in program evaluation and continuous improvement activities.
- Experience in the management of commercial/business contracts.

**Knowledge**

- Knowledge of the strategic issues relevant to the management of an Australian health system.
- A demonstrated awareness of the political and socio-economic sensitivities that impact on the planning, development, funding, delivery and management of health services.
- An understanding of emerging directions with health services, nationally and internationally.
- Knowledge of the Public Sector Management aims, personnel management standards and employee conduct standards, in particular Equal Employment and Occupational Health, Safety and Welfare.

**DESIRABLE CHARACTERISTICS**

**Experience**

- Experience in leadership in a commercial health operations environment.

**Knowledge**

- Knowledge of issues related to delivery of health care in rural and remote areas.

<b>Special Conditions:</b>
<ul style="list-style-type: none"> <li>• It is mandatory that no person, whether or not currently working in SA Health, will be eligible for appointment to a position in SA Health unless they have obtained a satisfactory Criminal and Relevant History Screening.</li> <li>• Prescribed Positions under the Children's Protection Act (1993) must obtain a satisfactory Criminal and Relevant History 'child-related' employment screening through the Screening and Licensing Unit, Department for Communities and Social Inclusion.</li> <li>• Criminal and Relevant History Screening must be renewed every 3 years thereafter from date of issue for 'Prescribed Positions' under the Children's Protection Act 1993 or 'Approved Aged Care Provider Positions' as defined under the Accountability Principles 2014 pursuant to the Aged Care Act 2007 (Cth).</li> <li>• Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.</li> <li>• Depending on work requirements the incumbent may be transferred to other locations across SA Health to perform work appropriate to classification, skills, and capabilities subject to relevant provisions of the executive contract.</li> <li>• 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.</li> </ul>
<b>General Requirements:</b>
<p>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:</p> <ul style="list-style-type: none"> <li>• Work Health and Safety Act 2012 (SA) and when relevant WHS Defined Officers must meet due diligence requirements.</li> <li>• Return to Work Act 2014 (SA), facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.</li> <li>• Meet immunisation requirements as outlined by the Immunisation for Health Care Workers in South Australia Policy Directive.</li> <li>• Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).</li> <li>• Children's Protection Act 1993 (Cth) – 'Notification of Abuse or Neglect'.</li> <li>• Disability Discrimination.</li> <li>• Independent Commissioner Against Corruption Act 2012 (SA).</li> <li>• Information Privacy Principles Instruction.</li> <li>• Relevant Awards, Enterprise Agreements, <i>Public Sector Act 2009</i>, <i>Health Care Act 2008</i> and the SA Health (Health Care Act) Human Resources Manual.</li> <li>• Relevant Australian Standards.</li> <li>• Duty to maintain confidentiality.</li> <li>• Smoke Free Workplace.</li> </ul>

- To value and respect the needs and contributions of SA Health Aboriginal staff and clients and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- Applying the principles of the South Australian Government's Risk Management Policy to work as appropriate.

The SA Health workforce contributes to the safety and quality of patient care by adhering to the South Australian Charter of Health Care Rights, understanding the intent of the National Safety and Quality Health Service Standards, and participating in quality improvement activities as necessary.

#### **Performance Development:**

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

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

- By virtue of their duties, SA Health employees frequently access, otherwise deal with, and/or are aware of, information that needs to be treated as confidential.
- SA Health employees will not access or attempt to access official information, including confidential patient information other than in connection with the performance by them of their duties and/or as authorised.
- SA Health employees will not misuse information gained in their official capacity.
- SA Health employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.

#### **White Ribbon:**

SA Health has a position of zero tolerance towards men's violence against women in the workplace and the broader community. In accordance with this, the incumbent must at all times act in a manner that is non-threatening, courteous, and respectful and will comply with any instructions, policies, procedures or guidelines issued by SA Health regarding acceptable workplace behaviour.

#### **Resilience:**

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



## 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 Department for Health and Wellbeing is an administrative unit under the Public Sector Act 2009.

The legal entities include but are 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.

### 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 Strategic 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 health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Strategic 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.

### Central Adelaide Local Health Network:

CALHN is responsible for the following health services:

- Royal Adelaide Hospital (RAH)
- The Queen Elizabeth Hospital (TQEH)
- Hampstead Rehabilitation Centre (HRC)
- St Margaret's Rehabilitation Hospital (SMRH)
- Glenside Health Service (GHS) Psychiatric Intensive Care Unit; Inpatient Rehabilitation Services and Acute beds only
- Adelaide Dental Hospital (ADH).

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CALHN also has governance over numerous community mental health and primary health services including Prison Health Service, SA Dental Service and DonateLife SA. Of note also is governance of the Statewide Clinical Support Services (SCSS) including Imaging, Pathology, Pharmacy and BreastScreen SA, responsibility of which has vacillated between CALHN and DHW over the past few years.

CALHN is one of three metropolitan LHNs and its core population is approximately 390,000 people. CALHN also provides services to patients from other SA networks, rural and remote areas, the Northern Territory, NSW (Broken Hill) and western parts of Victoria. These services usually relate to complex services such as head and neck cancer, radiation therapy, cardiac surgery, spinal surgery or rehabilitation.

CALHN's purpose is to deliver quality and sustainable healthcare. While the delivery of high quality patient care is our number one priority, we face a significant challenge in achieving financial sustainability. A quality-assured financial recovery plan has been developed to meet these challenges. Through effective leadership and change management, the plan which is applicable to all Directorates and departments, will be implemented over the next three years.

## Values and behaviours

### 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.

### Central Adelaide Local Health Network Values

Our shared values confirm our common mission by promoting an organisational climate where the patient's needs are put first and where the teamwork and professionalism of our workforce help us to attract and retain the best staff. These values guide our decisions and actions.

**Patient Centred:** Our patients are the reason we are here and we will provide the best service to our patients and customers.

**Team Work:** We value each other and work as a team to provide the best care for our patients.

**Respect:** We respect each other, our patients and their families, by recognising different backgrounds and choices, and acknowledging that they have the right to our services.

**Professionalism:** We recognise that staff come from varied professional and work backgrounds and that our desire to care for patients unites our professional approach to practice.

### 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 organisational context and the values of SA Health as outlined within this document.

**Name:**

**Signature**

**Date:**