



## ROLE DESCRIPTION

<b>Role Title:</b>	Executive Director Strategy, Transformation and Partnerships
<b>Classification Code:</b>	SAES 1
<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>	Office of the Chief Executive Officer
<b>Department/Section / Unit/ Ward:</b>	Strategy, Transformation and Partnerships
<b>Role reports to:</b>	Chief Executive Officer
<b>Role Created/ Reviewed Date:</b>	Reviewed May 2026
<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 (indirect contact with blood or body substances)

## ROLE CONTEXT

### Primary Objective(s) of role:

The Executive Director, Strategy, Transformation and Partnerships provides enterprise leadership to ensure the co-design and delivery of the Women's and Children's Health Network (WCHN) strategic direction, future models of care and leads complex, system-wide transformation. The role partners with the CEO and the Senior Executive Leadership Team to translate strategic intent into coordinated, enterprise-wide change, embedding disciplined change management, benefits realisation and performance frameworks across the organisation.

The Executive Director, Strategy, Transformation and Partnerships is accountable for:

- Ensuring that future service delivery models are co-designed across the organisation, including integrated, digitally enabled and community-based service models aligned to statewide reform and the new Women's and Children's Hospital.
- Leading enterprise transformation programs in partnership with the Senior Executive Leadership team, that reshape services and care pathways to deliver sustainable system value.
- Embedding contemporary change management methodologies and capability across WCHN to ensure adoption, behavioural change, and realised benefits.
- Aligning and sequencing enterprise priorities and major initiatives to avoid duplication, manage interdependencies, and maximise organisational impact.
- Establishing WCHN as a leader in clinical innovation, translational research and service redesign, accelerating the translation of evidence into practice.

The role is explicitly forward-looking and system-shaping, ensuring WCHN is positioned to respond to demand, workforce, infrastructure and policy challenges through transformational models of care and scalable change.

The Executive Director, Strategy, Transformation and Partnerships enables interdisciplinary teams with a drive for innovation and research, ensuring strict adherence to regulatory and ethical standards. The Executive Director, Strategy, Transformation and Partnerships will lead healthcare innovation across the organisation with an integrated management approach, working closely with the Senior Executive Leadership Team to identify opportunities. The role also supports the new Women's and Children's Hospital, elevating the current state with the necessary future state of care delivery.

Key responsibilities of the Executive Director, Transformation and Partnerships include providing strategic advice to the Senior Executive Leadership Team on aligning strategic priorities and change initiatives with health sector goals through rigorous analysis, risk assessments, and strategic recommendations. Establishing and fostering solid relationships with key stakeholders, including government agencies, healthcare providers, and community organisations (including Aboriginal Community Controlled Organisations) is central to the role. The Executive Director, Strategy, Transformation and Partnerships leverages these partnerships to enhance collaboration and co-design, resource mobilisation and advocacy efforts, promoting health equity, accessibility, and public trust in governmental health services.

#### **Direct Reports:**

- > Clinical Research Director
- > Patient Ethicist and Chair of the Health Research Ethics Committee
- > Strategic Project Manager
- > Other resources TBC

#### **Key Relationships/ Interactions:**

##### Internal

- > Reports to Chief Executive Officer, WCHN.
- > Participates as a member of the WCHN Senior Executive Leadership Team.
- > Works collaboratively with the WCHN Senior Executive Leadership Team:
  - Chief Operating Officer
  - Executive Director, Nursing and Midwifery and Consumer Experience
  - Executive Director, Medical Services and Clinical Governance
  - Executive Director, People and Culture
  - Chief Finance and Commercial Officer
  - Executive Director Sub-Acute and Allied Health
  - Executive Director, Aboriginal Health and Wellbeing
  - Executive Director, New Women's and Children's Hospital Project
  - Executive Director, Research, innovation and Digital Health
  - Executive Director, Strategy, Transformation and Partnerships
- > WCHN Governing Board
- > Senior Officers throughout the Network, other Local Health Networks, and the Department for Health and Wellbeing.

##### External

- > Minister's Office, Department for Health and Wellbeing; other LHNs; Primary Health Networks; universities and research institutes; industry partners; NGOs; consumer and community groups; philanthropic partners.

#### **Challenges associated with Role:**

- > Effectively managing complex and sensitive issues in a dynamic environment with competing priorities and diverse stakeholder interests.
- > Ensuring the co-design and delivery of a contemporary organisational strategy that has relevance to staff, consumers and partner organisations, with clear annual delivery plans and transformation projects aligned to strategic goals.
- > Developing the Strategy, Transformation and Partnerships Team.
- > Driving large-scale transformation in a financially constrained, risk averse environment with a workforce that has limited time for activity outside their immediate roles.
- > Building and sustaining an extensive network of contacts to optimise outcomes for the organisation.

- > Navigating regulatory and compliance requirements to ensure all WCHN operations adhere to healthcare regulations, accreditation standards, and legal mandates.

#### **Delegations:**

- > Level 3 Financial delegation and Level 2 Human Resources delegations as per WCHN Delegations.

#### **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 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 that 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.
- > Meeting 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'.
- > Addressing 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.
- > Maintaining confidentiality.
- > Ensuring a smoke free workplace.
- > Valuing and respecting the needs and contributions of SA Health Aboriginal staff and clients and committing to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- > Creating an inclusive and responsive environment where Aboriginal and Torres Strait Islander consumers are welcomed, valued and respected for their cultural knowledge and lived experiences. Our commitment extends to enhancing culturally safe workplaces by investing in our Aboriginal and Torres Strait Islander workforce, aligning with the SA Health Aboriginal Workforce Framework.
- > Elevating the cultural capability of our non-Aboriginal staff, ensuring they can drive meaningful improvements in the health system, policies, planning and practices. This ensures our services are responsive to the cultural needs identified by Aboriginal and Torres Strait Islander people.
- > Supervising and overseeing 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 date 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
Strategic Advice and Support	<p>Provide strategic guidance on organisational direction, long-term planning, and alignment with WCHN's mission and vision:</p> <ul style="list-style-type: none"> <li>&gt; Lead the development of, and articulate strategic objectives and initiatives that support the mission and vision of WCHN, ensuring alignment with broader healthcare goals.</li> <li>&gt; Collaborate with senior leadership to define organisational strategies that enhance healthcare service delivery, patient outcomes, and community well-being.</li> <li>&gt; Drive innovation and continuous improvement efforts to maintain WCHN's leadership in healthcare excellence and patient-centered care.</li> <li>&gt; Maintain knowledge of local, national, and international policy direction, innovation, and societal trends to inform strategic direction and ensure WCHN is positioned as a system leader.</li> </ul> <p>Advise on key strategic priorities, and sensitive matters affecting the health network:</p> <ul style="list-style-type: none"> <li>&gt; Analyse operational challenges, opportunities, and trends to recommend strategic adjustments and initiatives.</li> <li>&gt; Advise the CEO and executive team on critical issues, including resource allocation, policy development, and stakeholder engagement.</li> <li>&gt; Anticipate and mitigate risks associated with strategic initiatives, ensuring proactive management and mitigation strategies are in place.</li> <li>&gt; Conduct comprehensive analysis, research, and risk assessments to identify potential threats, vulnerabilities, and opportunities that impact organisational performance and strategic objectives.</li> </ul> <p>Present findings and recommendations to senior leadership, facilitating informed decision-making and strategic planning.</p>
Strategic Priority and Transformation Leadership	<p>Provide strategic leadership to ensure delivery of strategic priorities and transformation:</p> <ul style="list-style-type: none"> <li>&gt; Champion a culture of accountability, continuous improvement, and high performance across WCHN promoting strategic alignment with organisational priorities.</li> <li>&gt; Lead an integrated, enterprise-wide transformation portfolio, ensuring alignment to WCHN strategic priorities, system reform agendas and future care models.</li> <li>&gt; Establish and embed a formal enterprise change management framework, including governance, change standards, capability uplift and assurance mechanisms.</li> <li>&gt; Drive end-to-end transformation delivery, from strategy and design through to implementation, adoption, and benefits realisation.</li> </ul>

	<ul style="list-style-type: none"> <li>&gt; Work with the Executive Team to ensure transformation initiatives are clinically informed, consumer-centred and evidence-based, with strong co-design practices (including with the Aboriginal Health workforce and consumers).</li> <li>&gt; Work with relevant executive directors to manage interdependencies, sequencing and capacity constraints, optimising delivery of strategic priorities.</li> <li>&gt; Work with relevant executive directors to establish clear benefits realisation frameworks, ensuring measurable improvements in patient outcomes, access, experience, workforce sustainability and experience, and financial performance.</li> <li>&gt; Prepare briefing materials, presentations, and reports for the CEO to facilitate informed decision-making and communication with internal and external stakeholders to support transformation and strategic planning.</li> <li>&gt; Act as a strategic advisor to the CEO, offering insights, analysis, and recommendations on organisational strategy development and implementation, and leadership priorities.</li> </ul>
Partnerships and Advocacy	<p>Cultivate and manage relationships with key stakeholders:</p> <ul style="list-style-type: none"> <li>&gt; Develop and maintain a robust governance framework for the establishment and maintenance of partnerships that support the strategic goals of WCHN and excellent health outcomes and experience.</li> <li>&gt; Collaborate with Executive and senior leaders to broker partnerships with healthcare providers, community organisations, advocacy groups, and philanthropic entities to advance WCHN's mission and strategic goals.</li> <li>&gt; Advocate for healthcare policies, funding initiatives, and legislative changes that promote health equity, accessibility, and improved outcomes for women, children, and young people.</li> <li>&gt; Leverage partnerships and alliances to mobilise resources, enhance advocacy efforts, and amplify WCHN's impact on public health and community well-being.</li> </ul>
Organisational Strategy Alignment and Project Management	<p>Ensure the co-design, implementation, and evaluation of organisational strategies:</p> <ul style="list-style-type: none"> <li>&gt; Partner with the CEO and Executive Team, and WCHN Board to translate strategy into a prioritised, sequenced enterprise roadmap, with clear accountabilities and delivery pathways</li> <li>&gt; Lead the execution of business plans, projects, and change initiatives to ensure strategic outcomes are achieved.</li> <li>&gt; Provide high-level analysis, advice, and reporting on strategy and project performance, risks, and emerging opportunities.</li> <li>&gt; Define strategic objectives, goals, and initiatives that drive organisational growth, sustainability, and operational excellence.</li> <li>&gt; Establish performance metrics and Key Performance indicators to monitor progress, track outcomes, and ensure alignment with WCHN's strategic priorities.</li> <li>&gt; Direct project management efforts to oversee the execution of strategic initiatives, including budget management, resource allocation, and timeline adherence.</li> <li>&gt; Ensure all major initiatives are aligned to future state models of care and system design principles, not just incremental improvement.</li> </ul>

	<ul style="list-style-type: none"><li>&gt; Work with the Executive Team to drive integration between clinical strategy, infrastructure (new hospital), digital health, workforce strategy and partnerships.</li><li>&gt; Identify and address change fatigue, capacity constraints and competing priorities, ensuring sustainable pace of transformation.</li><li>&gt; Support divisions to translate enterprise change into local implementation, ensuring consistency and accountability.</li></ul>
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# Knowledge, Skills and Experience

## **ESSENTIAL MINIMUM REQUIREMENTS**

### **Educational/Vocational Qualifications**

- > Tertiary qualification in project or change management, health administration, business, public policy, or a related field.

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

- > Sophisticated stakeholder engagement and influence across government, clinical, community and industry settings.
- > Strong leadership and strategic management skills, with the ability to provide high-level advice and guidance.
- > Exceptional analytical and critical thinking abilities, capable of conducting thorough analysis, risk assessments, and developing evidence-based strategies.
- > Excellent communication and interpersonal skills, adept at building relationships and influencing stakeholders at all levels.
- > Strong negotiation and conflict resolution skills, effectively managing diverse stakeholder interests.
- > Proven ability to manage complex projects and initiatives, ensuring alignment with organisational goals and priorities.
- > High resilience and adaptability, capable of working effectively in a dynamic, fast-paced healthcare environment.
- > Strong commitment to compassionate leadership, professional integrity, ethics, and accountability.
- > Exceptional strategic thinking abilities, with the capability to pivot and retain comprehensive information in rapidly changing environments.

### **Experience**

- > Demonstrated success leading large-scale organisational or system transformation including complex, multi-year programs/projects and associated budgets at a senior level.
- > Significant experience in a senior leadership role within the public sector, preferably within a hospital network or similar healthcare setting.
- > Proven track record in driving organisational change, implementing healthcare initiatives, and achieving measurable outcomes.
- > Proven experience embedding structured change management frameworks (e.g. Prosci, ADKAR, Design Thinking or equivalent) in large, complex organisations.
- > Experience leading health system redesign, including integrated care, virtual care, or demand management models.
- > Experience aligning multiple concurrent initiatives into a coherent enterprise transformation agenda.
- > Knowledge of government health policies, regulatory frameworks, and healthcare system dynamics.
- > Experience in leading and developing multidisciplinary teams, promoting a culture of collaboration and excellence.
- > Demonstrated experience in fostering a culture of innovation, leading innovation programs, and managing the development and deployment of innovative solutions.
- > Proven track record in leading and managing research initiatives, including securing funding, managing research teams, and translating research outcomes into practice.
- > Significant experience in identifying consumer needs, developing service strategies, and delivering quality customer service for positive results.
- > Proven ability to gain support and cooperation from stakeholders, customers, service providers, and peers, building a climate of trust and facilitating open communication.

### **Knowledge**

- > Expertise in strategy development and execution, portfolio/program leadership, change management and benefits realisation.
- > Knowledge of healthcare management principles, including organisational change, quality improvement, patient safety, and clinical governance.
- > Deep understanding of contemporary change management methodologies and organisational adoption strategies.
- > Expertise in healthcare service redesign and future models of care, including digitally enabled and consumer-centred approaches.
- > Knowledge of enterprise portfolio management and transformation governance disciplines.
- > Strong background in leveraging data analytics and big data to inform strategic decisions, improve patient outcomes, and enhance operational efficiencies.
- > Understanding of governance frameworks and protocols, particularly regarding board governance and executive functions.
- > Awareness of current trends, challenges, and opportunities in the healthcare sector, focusing on women's and children's health issues.
- > Expertise in financial management and budgeting within the healthcare context, including cost control, resource allocation, and financial reporting.
- > Knowledge of public health principles and practices, including community health needs assessments and population health management.
- > Familiarity with crisis management and emergency preparedness within a healthcare setting.
- > Insight into patient experience and engagement strategies to enhance patient satisfaction and care outcomes.

## **DESIRABLE CHARACTERISTICS**

### **Educational/Vocational Qualifications**

- > Postgraduate qualifications (MBA, MHA, MPH or related).

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

- > Crisis management and communications skills, including media relations and public relations strategies.

### **Experience**

- > Experience in research translation and philanthropic partnerships.
- > Background in academic research, publications, or contributions to healthcare literature.

### **Knowledge**

- > Understanding of system integration across acute, community and primary care settings.
- > Understanding healthcare financing mechanisms, including public funding models and private sector partnerships.
- > Knowledge of health disparities and social determinants of health affecting women, children, and young people.
- > Understanding of cultural sensitivity and diversity issues in healthcare service delivery.
- > Knowledge of international healthcare standards and best practices relevant to women's and children's 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 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 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) provides vital care to South Australian families as the State's leading provider of emergency and elective paediatric care, obstetric, neonatal and gynaecological care. It is the lead agency for Child and Adolescent Mental Health, providing both community and acute mental health services, and delivers a range of community-based services to enhance the health and wellbeing of babies, children, young people and women, especially those who are vulnerable.

The Network also provides care to families from the Northern Territory, Far West New South Wales and Western Victoria. The Network plans, develops and coordinates health services as part of an integrated health system, and has a leading reputation for the quality of its education, and its successful research track record and translational practice.

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.

## WCHN Values

Our values represent who we are as a Network. As a WCHN employee you will be responsible for upholding the CREATE values, through accepting and demonstrating these values in your daily work.



## 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:** Rebecca Graham

**Role Title:** Chief Executive Officer, WCHN

**Signature:**

**Date:**

## Role Acceptance

### Incumbent Acceptance

I have read and understand the responsibilities associated with role, the role and organisational context and the values of SA Health as described within this document.

**Name:**

**Signature:**

**Date:**

## Women's & Children's Health Network

### Accountability – what does it mean for me?

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

#### Consumers

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

#### Staff including Contractors, Locums, Agency, Students and Volunteers

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

# WCHN Strategy Refresh 2026 & Beyond

## Healthy Generations, Thriving Communities

### Vision

Healthy communities where every individual has the opportunity to thrive

### Purpose

To strengthen the health and wellbeing of future generations

### Values

Compassion, Respect, Equity, Accountability, Together for Excellence

### Strategic Themes



Meaningful gains in Aboriginal Health



Value what matters to consumers, their culture and community



Connected care that is trusted and well informed



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

### Key Enablers

Reconciliation and Truth Telling

Research

Leadership and culture

Contemporary infrastructure

Trusted data systems and governance

Capable and well workforce

Environmental sustainability

Integrated governance

### Priority Actions

We will embed targeted Aboriginal Health Services with culturally safe and competent staff

We will expand models of care closer to home

We will embed staff and consumer co-design into service planning

We will maximise meaningful engagement and achieve greater community reach ensuring every contact counts

We will embed research and utilise data for evidence-based clinical practice and service improvement, and sustainability planning

We will be the intentional system leader to deliver greater access and equity across South Australia and beyond

We will give voice to consumers experiencing vulnerability through active advocacy

We will invest in interprofessional education and development that benefits our diverse workforce and consumers across SA and beyond

We will co-design the new hospital to deliver the needs of tomorrow's consumers and health workforce



Government of South Australia  
Women's and Children's Health Network



CREATE  
together