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CANDIDATE INFORMATION PACK



Tasmanian
Government

**DEPUTY SECRETARY
HOSPITALS AND PRIMARY CARE**

DEPARTMENT OF HEALTH



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EXECUTIVE SUMMARY

- **Senior Public Healthcare Leadership Role**
- **Responsible and accountable to ensure key health outcomes are delivered for the Tasmanian community**
- **Lead Positive Organisational Transformation and Cultural Change**

The **Department of Health** is seeking an experienced public health leader to support the significant governance, reform and cultural change program underway and provide a strategic statewide focus to deliver health services and activities to Tasmanians.

The **Deputy Secretary Hospitals and Primary Care** (Deputy Secretary) will be responsible and accountable for the cohesive and coordinated delivery of hospitals and primary care within the health system, as directed by the Secretary.

Tasmanian health services cover approximately 68,401 sq km and serve a diverse population of over 545,000 people living in rural, regional and urban centres. The position will lead and work closely with the Chief Executives (Hospitals South, North and North West), managing approximately 8,905 staff and a \$1.66 billion annual operating budget, ensuring strategic reforms and business improvements are delivered and providing a comprehensive range of services through four major hospitals and various regional, rural and community-based centres and services.

A key priority will be to focus on the seamless integration and accessibility of healthcare delivered in the hospitals, including across, subacute, community, residential and home-based services. Experience in the development and implementation of digital transformation measures to optimise service delivery and performance will be valued.

The position will be required to lead key strategic priorities including Outpatient Transformation, Statewide Access and Flow, Health Information Management Service, Virtual Care, Aged Care and NDIS sub-acute interface initiatives.

Collaborating with key stakeholders in the Tasmanian health system (Public, Private, Not-for-Profit, State and Commonwealth) to deliver coordinated services and improvements to health care delivery in accordance with government policy and agreed strategy.

If you have exceptional qualities in leadership, collaboration, communication, and stakeholder engagement and can evidence a strong track record of success in leading a significant and geographically dispersed healthcare organisation then this is a career defining opportunity not to be missed.

CANDIDATE INFORMATION PACK

Deputy Secretary Hospitals and Primary Care



For further information and a confidential discussion please contact:

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E: sbuckler@hardygroupintl.com

The closing date for applications: Sunday 30 April 2023

DEPARTMENT OF HEALTH TASMANIA

We are committed to improving the health and wellbeing of all Tasmanians

The Department of Health Tasmania (the Department) works to ensure that Tasmanians receive the best quality healthcare. The Department provides an integrated, holistic, and patient-centred approach to health care delivery, where services are flexible to target specific needs at the different stages of a patient's health journey.

The Department is committed to improving the health and wellbeing of all Tasmanians. They do this by planning, managing and delivering high quality health services through six priority areas:

1. Continuing to respond to the coronavirus (COVID-19) pandemic
2. Improving access and patient flow across our health system
3. Delivering care in clinically recommended times
4. Reforming the delivery of care in our community
5. Prioritising mental health and wellbeing
6. Building the infrastructure for our health future.

These priorities are supported by three internal foundation areas:

1. Build and develop a sustainable and positive workforce we need now and for the future
2. Strengthen our governance, risk and financial management, performance and accountability
3. Strengthen clinical safety, quality, and regulatory oversight.

Significant work has progressed to develop the *Long-Term Plan for Healthcare in Tasmania 2040*, with the Long-Term Plan supported by three regional Clinical Services Profiles which describe the clinical services to be delivered over the next five years in response to projected regional needs and identified priorities to expand and enhance clinical services.

HOSPITALS SOUTH

Hospitals South is led by Chief Executive Susan Gannon. Services delivered include acute, subacute, emergency, non-admitted, tertiary maternity and paediatric, primary health care, palliative care, and community services such as allied health, community nursing, home care and health promotion. Hospitals South also provides several statewide tertiary services. Hospitals South runs a number of health facilities. The RHH is the tertiary referral hospital for the State. Other facilities include two rural hospitals, residential aged care services at the Midlands Multi-purpose Centre, and 12 health centres.

HOSPITALS NORTH

Hospitals North is led by Chief Executive Jen Duncan. The LGH is the principal referral hospital for the North and North West of Tasmania, being at Level 5 in the Tasmanian Role Delineation Framework (TRDF). Many specialist medical services are provided at LGH and include:

- general medicine, rehabilitation, neurology and acute stroke management, gastroenterology, diagnostic and interventional cardiology, nephrology, respiratory medicine, critical care and emergency medicine, and endocrinology
- surgery and perioperative services, including general surgery, gastric and colorectal surgery, orthopaedics, plastics and urology
- women's and children's services, including obstetrics and gynaecology, maternal and neonatal, and paediatrics.

The LGH also delivers extensive outpatient and ambulatory services for the local community, these being patient-centred and provided by multidisciplinary practitioners, including doctors, nurses, allied health practitioners as well as clinical support staff.

Hospitals North also provides healthcare services within Primary Health North (PHN). These include:

- district hospitals across the North geographical area, including Flinders and Cape Barren Islands (the district hospitals provide inpatient and ambulatory health care services supported by general practitioners and other healthcare professionals; a number of our district hospitals also provide residential aged care under state or federal funding arrangements)
- community health care centres that incorporate clinics and ambulatory services supported by a diverse range of healthcare practitioners
- community nursing services
- community palliative care services
- a number of special programs that support care in the home, including the Community Rapid Response Service (ComRRS) in the North.

HOSPITALS NORTH WEST

Hospitals North West is led by Chief Executive Paula Hyland. There are two major hospitals in the North West of Tasmania:

- NWRH at Burnie provides an extensive range of healthcare services to the North West population, including medical and surgical services within its designated level in the TRDF. NWRH is also the main referral hospital for the North West. More complex patients requiring higher level specialist care are referred to either LGH or the RHH if required.

- MCH in Latrobe maintains a 24-hour emergency department and inpatient care in medicine and rehabilitation. MCH also provides access for day surgery and endoscopy services consistent with its role in the TRDF. It is undergoing major infrastructure works to enhance its capacity in this area as well as an expanded outpatient and ambulatory care unit.

As with Hospitals North, Primary Health North West (PHNW) has three district hospitals at Smithton, King Island and the West Coast at Queenstown. West Coast and King Island include residential aged care capacity. PHNW also provides a broad range of district hospital and community-based services across a diverse geographical and demographic area.

DEPUTY SECRETARY HOSPITALS AND PRIMARY CARE

POSITION PURPOSE

The Deputy Secretary Hospitals and Primary Care (Deputy Secretary) will be responsible and accountable for the cohesive and coordinated delivery of hospitals and primary care within the health system, as directed by the Secretary, including:

- Under the direction of the Secretary, work closely with the Chief Executives (Hospitals South, North and North West) to ensure strategic reforms and business improvements are delivered and key health outcomes for the community are achieved within approved budget, and resourcing parameters.
- A key priority will be to focus on the seamless integration and accessibility of healthcare delivered in the hospitals, including across, subacute, community, residential and home-based services. Experience in the development and implementation of digital transformation measures to optimise service delivery and performance will be valued.
- Required to lead key strategic priorities including Outpatient Transformation, Statewide Access and Flow, Health Information Management Service, Virtual Care, Aged Care and NDIS sub-acute interface.
- Collaborating with key stakeholders in the Tasmanian health system (Public, Private, Not-for-Profit, State and Commonwealth) to deliver coordinated services and improvements to health care delivery in accordance with government policy and agreed strategy. The Deputy Secretary will be expected to work closely with the Deputy Secretary Community, Mental Health and Wellbeing to ensure the successful delivery of hospital avoidance strategies.
- An important element of this role will be to manage significant and often conflicting pressures, respond in a highly sensitive environment operating within very tight timeframes.
- Providing high-level advice to Government, the Secretary, the Ministers and the Health Executive.
- Commitment to improving the way we work with vulnerable people, in particular, implementing strategies and actions to promote child safety and wellbeing, and prevent harm to children and young people.

KEY DUTIES

The Deputy Secretary's key duties fall under the following areas:

- Child Safety
- Service Delivery
- Clinical Governance
- Leadership and Management
- Operational Performance

View the scope of the above duties in the [Position Description](#).

KEY ACCOUNTABILITES & RESPONSIBILITIES

The Deputy Secretary has the following key responsibilities:

- Accountable to the Secretary and responsible for maintaining effective working relationships with other Executives across the state in the interests of efficient and safe system management.
- Member of the Health Executive.
- Engage with other staff to collaborate on matters of mutual interest, build effective networks with both internal and external stakeholders to facilitate a sharing of views for consideration in decision making regarding all aspects of service delivery.
- Accountable to the Secretary, and working collaboratively with other Health Executives, to maintain effective clinical governance processes and systems within the region, including:
 - Meeting the public reporting requirements.
 - Providing effective consultative mechanisms in relation to regional activities and decisions.
- Disseminating information and responding to inquiries about health service activities and issues of public interest or importance.
- Represent the Department on significant initiatives and in highly sensitive forums.
- Where applicable, exercise delegations in accordance with a range of Acts, Regulations, Awards, administrative authorities and functional arrangements as mandated by Statutory office holders including the Secretary and Head of State Service. The relevant Unit Manager can provide details to the occupant of delegations applicable to this position.
- Comply at all times with policy and protocol requirements, including those relating to mandatory education, training and assessment.
- Actively participate in and contribute to the organisation's Quality & Safety and Work Health & Safety processes, including in the development and implementation of safety systems, improvement initiatives, safeguarding practices for vulnerable people, and related training.
- Champion a child safe culture that upholds the National Principles for Child Safe Organisations. The Department is committed to the safety, wellbeing, and empowerment of all children and young people, and expect all employees to actively participate in and contribute to our rights-based approach to care, including meeting all mandatory reporting obligations.

SELECTION CRITERIA

In the context of the position objective/key result areas, and the requirement for high level leadership and management expertise, the incumbent will address the following capabilities:

1. Shapes Strategic Thinking

In the context of human resource management, demonstrated capability to inspire a sense of purpose and direction; show judgement, intelligence, and common sense, identify emerging issues, and provide high-level analysis and development of strategic policy advice.

2. **Achieves Results**
Demonstrated capability to build organisational capability and harness professional expertise in response to a range of human resource matters in a complex operating and industrial environment with a focus on timely, solutions-centric outcomes.
3. **Cultivates Productive Working Relationships**
Demonstrated capability to nurture internal and external relationships, facilitate cooperation and partnership, value differences and diversity in a high-pressure environment.
4. **Exemplifies Personal Drive and Integrity**
Demonstrated professionalism and probity with the ability to engage with risk and show personal courage, commit to action, display resilience, and demonstrate self-awareness.
5. **Communicates with Influence**
Demonstrated capability to communicate clearly, to listen, understand and adapt to audience and to negotiate persuasively.
6. **Professional Expertise**
Demonstrated senior executive experience at a strategic and operational level in a geographically dispersed organisation delivering complex health services and high-level change management skills, with the capacity to impact vision and deal with pressure, ambiguity and to respond innovatively to situations.

QUALIFICATIONS & PRE-REQUISITES

The Deputy Secretary must hold a Current Registration to Work with Vulnerable People.

It is desirable for the incumbent to have a tertiary qualification or degree in a relevant discipline, which may include a clinical, public health or business administration field.

CHALLENGES & OPPORTUNITIES

The evidence presented during the Health hearings of the *Commission of Inquiry into Tasmanian Government's Responses to Child Sexual Responses to Child Sexual Abuse in Institutional Setting* was distressing and highlighted the need for significant structural and cultural change to better protect the safety of children and young people, especially at the Launceston General Hospital (LGH).

The Department and the Tasmanian Government acted immediately and announced a Child Safe Governance Review into the LGH and Human Resources – with a specific focus on the handling of serious misconduct such as institutional child sexual abuse.

As part of its interim recommendations, the Governance Advisory Panel determined that to achieve the implementation of critical child safety reforms, and commence the necessary organisational renewal, a dedicated focus on the senior executive leadership structure of the LGH was urgent and essential.

Major challenges and opportunities currently associated with the role include:

- Support the significant governance, reform and cultural change program underway, including a stronger accountability framework, more pro-active and responsive child and general patient safety systems and culture, and improvement in staff morale and engagement.
- Provide a strategic State-wide focus, with statewide consistency and coordination of hospital operations and policy.
- Oversee and lead the cultural change underway to implement strategies to promote children's rights and safety to ensure we are an exemplary child safe organisation.
- Be a strategic partner in the delivery of the Long-Term Plan for Healthcare in Tasmania 2040 ([Our Healthcare Future | Tasmanian Department of Health](#)) and contribute to exciting initiatives underway including the 10 year strategy for *Digital Health Transformation – Improving Patient Outcomes* and hospital master planning.

REPORTING & KEY RELATIONSHIPS

The Deputy Secretary reports directly to the Secretary and is responsible for maintaining effective working relationships with other Executives across the state in the interests of efficient and safe system management.

The Deputy Secretary will provide high-level advice to Government, the Minister, the Secretary and Health Executive and represent the Department on significant initiatives and in highly sensitive forums.

The Deputy Secretary is accountable to the Secretary, and working collaboratively with other Health Executives, to maintain effective clinical governance processes and systems within the region, including: –

- Meeting the public reporting requirements.
- Providing effective consultative mechanisms in relation to regional activities and decisions.
- Disseminating information and responding to inquiries about health service activities and issues of public interest or importance.

The Deputy Secretary will be expected to work closely with the Deputy Secretary Community, Mental Health, and Wellbeing to ensure the successful delivery of hospital avoidance strategies.

The Deputy Secretary has the following direct reports:

- Chief Executive Hospitals – North
- Chief Executive Hospitals – North West
- Chief Executive Hospitals – South

KEY DATA

Staffing	8905 FTE
Annual Budget	\$1.66 billion
Service Location	Statewide
Useful Links	Role Description Organisation Chart THS Website THS Strategic Priorities

EMPLOYMENT TERMS & CONDITIONS

REMUNERATION \$241,956 – \$290,345

CLASSIFICATION Senior Executive Level 4
Permanent, Full Time 5-year contract

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

HOW TO APPLY

The closing date for applications is **Sunday 30 April 2023**

The reference number to include in your application is **H23_4328**

For a confidential discussion, please contact Principal Consultant, Ms Sarah Buckler PSM:

M: +61 (0)429 486 740

E: sbuckler@hardygroupintl.com

Please submit application documentation to Senior Executive Search Coordinator, Ms Anna Brownjohn:

T: +61 (0)409 977 847

E: abrownjohn@hardygroupintl.com

It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.

Your application must include:

1. Completed HG Application Form
2. Cover letter addressed to the Principal Consultant
3. A written response addressing the key selection criteria, found on **page 9**; and
4. An up-to-date copy of your Curriculum Vitae

REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this Positions Health Services. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

DEPARTMENT OF HEALTH

Statement of Duties

Position Title:	Deputy Secretary Hospitals and Primary Care
Position Number:	527638
Classification:	Senior Executive Level 4
Award/Agreement:	Senior Executive Service
Group/Section:	Hospitals and Primary Care
Position Type:	Permanent, Full Time
Location:	South
Reports To:	Secretary
Effective Date:	October 2022
Essential Requirements:	<p>Current Registration to Work with Vulnerable People</p> <p><i>*Registration/licences that are essential requirements of this role must remain current and valid at all times whilst employed in this role and the status of these may be checked at any time during employment. It is the employee's responsibility to ensure that registration/licences remain current and to advise the Employer if their circumstances change. This includes notifying the Employer if a registration/licence is revoked, cancelled or has its conditions altered.</i></p>
Desirable Requirements:	<p>Postgraduate qualifications</p> <p>Tertiary qualification or degree in a relevant discipline which may include a clinical, public health or business administration field</p>
Position Features:	Appointment to this role is fixed-term

NB: The above details in relation to Location, Position Type and Work Pattern may differ when this position is advertised – please refer to these details within the actual advert. The remainder of the content of this Statement of Duties applies to all advertised positions.

Primary Purpose:

The Deputy Secretary Hospitals and Primary Care (Deputy Secretary) will be responsible and accountable for the cohesive and coordinated delivery of hospitals and primary care within the health system, as directed by the Secretary, including:

- Under the direction of the Secretary, work closely with the Chief Executives (Hospitals South, North and North West) to ensure strategic reforms and business improvements are delivered and key health outcomes for the community are achieved within approved budget, and resourcing parameters.
- A key priority will be to focus on the seamless integration and accessibility of healthcare delivered in the hospitals, including across, subacute, community, residential and home-based services. Experience in the development and implementation of digital transformation measures to optimise service delivery and performance will be valued.
- Required to lead key strategic priorities including Outpatient Transformation, Statewide Access and Flow, Health Information Management Service, Virtual Care, Aged Care and NDIS sub-acute interface.
- Collaborating with key stakeholders in the Tasmanian health system (Public, Private, Not-for-Profit, State and Commonwealth) to deliver coordinated services and improvements to health care delivery in accordance with government policy and agreed strategy. The Deputy Secretary will be expected to work closely with the Deputy Secretary Community, Mental Health and Wellbeing to ensure the successful delivery of hospital avoidance strategies.
- An important element of this role will be to manage significant and often conflicting pressures, respond in a highly sensitive environment operating within very tight timeframes.
- Providing high-level advice to Government, the Secretary, the Ministers and the Health Executive.
- Commitment to improving the way we work with vulnerable people, in particular, implementing strategies and actions to promote child safety and wellbeing, and prevent harm to children and young people.

Duties:

1. Child Safety

- As part of the Child Safety and Wellbeing Framework of the Department, the Deputy Secretary Hospitals and Primary Care will oversee and lead the implementation of strategies to promote children's rights and safety, which align with the National Principles for Child Safe Organisations endorsed by the Council of Australian Governments in February 2019.

2. Service Delivery

The Deputy Secretary will oversee the delivery of high-quality patient-centred health services. This includes:

- Working in collaboration with Senior Executives across the health system to ensure services are coordinated to support an integrated, cohesive, efficient and effective statewide health services.
- Ensuring that services are delivered that meet specified safety, quality and other State or National performance standards.
- Ensuring timely and accurate reporting of near or actual incidents or patient safety concerns.
- As a member of the Health Executive, working collaboratively to fulfil the statutory purpose, exercise its statutory functions, and comply with legal and Government financial and policy obligations.

3. Clinical Governance

The Deputy Secretary will:

- Support the development implementation and maintenance of effective clinical governance systems across the hospitals and primary care, including:
 - Advocating positive attitudes and values about the safety and quality of services.
 - Embedding proper governance structures for safety and quality.
 - Minimising clinical risk.
 - Organising and using data to underpin evidence-based best practice.
 - Promoting innovative models of care to meet the needs of the community.
 - Ensure compliance with professional standards and practices.
- Implement and maintain an effective patient/client engagement system to facilitate consultation with the local community with the aim of improving service delivery.

4. Leadership and Management

The Deputy Secretary will:

- In collaboration with other members of the Health Executive, support the implementation of an effective management and governance structure that underpins effective decision-making.
- Provide effective leadership, fostering a culture that embraces continuous review and improvement and builds community confidence in the health services provided by the Department to better serve the local community.
- Provide leadership for the development and implementation of an effective health orientated organisational development strategy to support a workforce of staff deliver quality patient-centred health care.

5. Operational Performance

In collaboration with Health Executive members, the Deputy Secretary will:

- Support the operationalisation of the performance management system, ensuring that staff are aware of their responsibilities and accountabilities within the service and that they perform in accordance with those responsibilities and accountabilities.
- Establish and monitor performance agreements with direct reports.
- Continually seek to improve the operational effectiveness of health services so that resources are optimised.
- Implement the organisations financial management strategy as relevant, including implementing effective budget control measures.

6. The incumbent can expect to be allocated duties, not specifically mentioned in this document, that are within the capacity, qualifications and experience normally expected from persons occupying positions at this classification level.

Key Accountabilities and Responsibilities:

- Accountable to the Secretary and responsible for maintaining effective working relationships with other Executives across the state in the interests of efficient and safe system management.
- Member of the Health Executive.
- Engage with other staff to collaborate on matters of mutual interest, build effective networks with both internal and external stakeholders to facilitate a sharing of views for consideration in decision making regarding all aspects of service delivery.
- Accountable to the Secretary, and working collaboratively with other Health Executives, to maintain effective clinical governance processes and systems within the region, including:
 - Meeting the public reporting requirements.
 - Providing effective consultative mechanisms in relation to regional activities and decisions.
 - Disseminating information and responding to inquiries about health service activities and issues of public interest or importance.
- Represent the Department on significant initiatives and in highly sensitive forums.
- Where applicable, exercise delegations in accordance with a range of Acts, Regulations, Awards, administrative authorities and functional arrangements as mandated by Statutory office holders including the Secretary and Head of State Service. The relevant Unit Manager can provide details to the occupant of delegations applicable to this position.
- Comply at all times with policy and protocol requirements, including those relating to mandatory education, training and assessment.
- Actively participate in and contribute to the organisation's Quality & Safety and Work Health & Safety processes, including in the development and implementation of safety systems, improvement initiatives, safeguarding practices for vulnerable people, and related training.
- Champion a child safe culture that upholds the *National Principles for Child Safe Organisations*. The Department is committed to the safety, wellbeing, and empowerment of all children and young people, and expect all employees to actively participate in and contribute to our rights-based approach to care, including meeting all mandatory reporting obligations.

Selection Criteria:

In the context of the position objective/key result areas, and the requirement for high level leadership and management expertise, please address the following capabilities:

1. **Shapes Strategic Thinking**

In the context of human resource management, demonstrated capability to inspire a sense of purpose and direction; show judgement, intelligence, and common sense, identify emerging issues, and provide high-level analysis and development of strategic policy advice.

2. **Achieves Results**

Demonstrated capability to build organisational capability and harness professional expertise in response to a range of human resource matters in a complex operating and industrial environment with a focus on timely, solutions-centric outcomes.

3. **Cultivates Productive Working Relationships**

Demonstrated capability to nurture internal and external relationships, facilitate cooperation and partnership, value differences and diversity in a high-pressure environment.

4. **Exemplifies Personal Drive and Integrity**

Demonstrated professionalism and probity with the ability to engage with risk and show personal courage, commit to action, display resilience, and demonstrate self-awareness.

5. **Communicates with Influence**

Demonstrated capability to communicate clearly, to listen, understand and adapt to audience and to negotiate persuasively.

6. **Professional Expertise**

Demonstrated senior executive experience at a strategic and operational level in a geographically dispersed organisation delivering complex health services and high level change management skills, with the capacity to impact vision and deal with pressure, ambiguity and to respond innovatively to situations.

Working Environment:

The Department of Health is committed to improving the health and wellbeing of patients, clients and the Tasmanian community through a sustainable, high quality and safe health system. We value leading with purpose, being creative and innovative, acting with integrity, being accountable and being collegial.

The Department of Health is committed to improving the way we work with vulnerable people, in particular implementing strategies and actions to promote child safety and wellbeing, empower, and prevent harm to children and young people.

The Department upholds the *Australian Charter of Healthcare Rights* in our practice and is committed to the safeguarding and protection of the welfare and rights of all people, particularly those that may be at risk of abuse, neglect, or exploitation. We place emphasis on the provision of culturally safe, respectful, and inclusive care that is responsive to diverse needs.

The Department seeks to provide an environment that supports safe work practices, diversity and respect, including with employment opportunities and ongoing learning and development. We value the diverse backgrounds, skills and contributions of all employees and treat each other and members of the community with respect. We do not tolerate discrimination, harassment or bullying in the workplace. All employees must uphold the *State Service Principles* and *Code of Conduct* which are found in the *State Service Act 2000*. The Department supports the [Consumer and Community Engagement Principles](#).

Department of Health

