



## POSITION DESCRIPTION

Role Title:	Executive Director, People and Culture
Classification Code:	SAES Level 1
Directorate:	Executive
Department / Section / Unit / Ward:	People and Culture
Location:	North Adelaide
Role reports to:	Chief Executive Officer

### About Us

The Women's & Children's Health Network (WCHN) is South Australia's largest specialist facility for women's and children's health. We are the leading provider of care for children with acute and chronic conditions in South Australia, and the State's largest maternity and obstetric service. We also provide important community-based services. At the core of everything we do is our unwavering commitment to our purpose: **To strengthen the health and wellbeing of future generations.** WCHN puts consumers and community at the centre of everything we do.

The WCHN works in partnership with clients, families, the community and other service providers to promote, maintain and restore the health of all patients in our care.

### Women's & Children's Values

Our values of Compassion, Respect, Equity, Accountability and working Together for Excellence or CREATE Together represent who we are as a Network. As an employee of WCHN you will be responsible for upholding the CREATE values, through accepting and demonstrating these values in your daily work.

 <p><b>Compassion</b></p> <ul style="list-style-type: none"> <li>We <b>will</b> take the time to listen, understand and provide support by offering to help or seeking assistance.</li> <li>We <b>will</b> be friendly, kind, approachable and strive to put others at ease and ask 'RUOK'.</li> </ul>	 <p><b>Respect</b></p> <ul style="list-style-type: none"> <li>We <b>will</b> value every individual, always acknowledge each other and each other's contributions.</li> <li>We <b>will</b> be open, honest and accepting of the differences in our background and experience.</li> </ul>	 <p><b>Equity</b></p> <ul style="list-style-type: none"> <li>We <b>will</b> be inclusive and consistent in our approach, everyone has something to offer, knowing that strong teams are built on diversity.</li> <li>We <b>will</b> take action against bullying and racism and support each other by addressing dehumanising behaviour immediately.</li> </ul>	 <p><b>Accountability</b></p> <ul style="list-style-type: none"> <li>We <b>will</b> take personal responsibility for our successes and learn from our mistakes, and 'do what we say we are going to do'.</li> <li>We <b>will</b> have the courage to speak up, offer and ask for help and take action to improve things that are not right.</li> </ul>	 <p><b>Together for Excellence</b></p> <ul style="list-style-type: none"> <li>We <b>will</b> work together to build collaborative, positive and responsive individuals and teams, celebrating our collective successes and the efforts of others.</li> <li>We <b>will</b> learn and continuously improve our service; we appreciate and encourage each other with feedback and always present as a united team.</li> </ul>
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Our Values underpin the strategic direction and cultural identity of our Health Network, through direct links with other strategic frameworks, including [Strategy 2026 and Beyond](#), [WCHN Aboriginal Workforce Strategy](#), [Zero Tolerance to Racism Campaign and Enduring Strategy](#), [Staff Wellbeing Strategy 2021 -2026](#), and the [Disability Access and Inclusion Plan 2020 – 2024](#).

The WCHN Capability Framework is an extension of our create values and details the competencies you are required to display to be successful in this role.

## Position Summary

The Executive Director, People and Culture (EDPC) is an executive position within the Women's and Children's Health Network, reporting directly to the Chief Executive Officer (CEO) and accountable for the strategic direction and leadership of the Network's People and Culture function. The EDPC leads a high-performing team with responsibility for ensuring that the Network's operations are supported by outstanding human resource operations, management of health and safety risk and optimisation of workforce experience, development and culture. The EDPC will be instrumental in ensuring that the Network can attract, retain and develop outstanding talent now and into the future.

The EDPC supports the CEO to ensure that the Network has current capability and plans for future capability in order to deliver on the Network's strategic purpose and priorities. The EDPC also collaborates across State-wide projects in order to ensure that they contribute to improved healthcare outcomes for South Australian women, children and families.

## Direct Reports

The direct reports to the EDPC include:

- Director, Learning and Organisational Development
- Director, Education, Nursing and Midwifery
- Director, Digital Learning and Design
- Program Director, BloodSafe eLearning Australia
- Director, Work Health Safety & Injury Management and Clinical Worker Health
- Director, Policy and Projects
- Director, Human Resources
- Aboriginal Workforce Strategist
- Director, Conduct and Integrity
- Director, Industrial Relations
- Principal Consultant, Organisational Development nWCH Project
- Principal Consultant, Workforce nWCH Project
- Principal Consultant, Workforce Planning nWCH Project
- Executive Assistant, People and Culture

## Key Challenges

Challenges for the role include but are not limited to:

- Providing collaborative, cohesive, transformative and visionary strategic direction to the People and Culture function for the Network.
- Championing initiatives to support Aboriginal staff to work safely and thrive in their role at WCHN.
- Leading a transformative change agenda within the people and culture function including current and future service planning and implementation of a significant reform agenda and annual business planning.
- Supporting the organisation to identify, understand and manage risk and opportunity within the People and Culture function, generating innovative and fit-for-purpose strategy to ensure that staff are safe, engaged and developed.
- Leading a culture of integrity, service delivery, accountability and collaboration in conjunction with the Senior Executive Leadership Team.
- Enabling and prioritising investments in innovative practices and research to enable the Network's standing as an employer of choice.

- Monitoring the strategic landscape in order to identify and embed innovation and best practice in the People and Culture function.
- Strengthening staff alignment with the Network's vision and enhancing communication quality and change participation through visible leadership and engagement strategies to improve workforce satisfaction and connectedness.

<b>Accountabilities</b>	
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Provide executive level support for the development of the Network's vision and strategic directions, consistent with the SA Health and Wellbeing Strategy and Government policy.</li> <li>• Lead the development, implementation, and review of Network wide strategies to foster a culture of integrity, safety, diversity, innovation and development including but not limited to the areas of organisational culture, organisational and workforce design and planning, industrial relations, employee relations, safety and wellbeing, human resources, learning and development.</li> <li>• Consistently review and adjust People and Culture strategy to ensure that it aligns with best practice and the Network's strategic priorities.</li> <li>• Lead strategy to ensure that WCHN workforce is agile and resilient both now and into the future.</li> <li>• Make strategic decisions and develop plans which align with WCHN Values, promoting a consistent organisational culture.</li> <li>• Offer informed perspectives and innovative solutions to shape WCHN strategy.</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Provide executive level leadership of the Network's People and Culture function, frameworks and governance arrangements.</li> <li>• Lead the development, implementation, and continuous review of Network wide strategies to foster a culture of safety, ethical behaviour, performance, service and accountability.</li> <li>• Support other Senior Executive Leaders to implement other Strategic Priorities by enabling robust People and Culture practices to support implementation.</li> <li>• Ensure decision making aligns with WCHN Values and reflects a commitment to quality and integrity.</li> <li>• Develop, implement and regularly review policies, practices and procedures to support WCHN objectives and compliance requirements.</li> <li>• Share expertise, inform direction and debate about complex strategic and operational issues.</li> <li>• Translate strategic objectives into actionable plans and empower teams to achieve measurable results.</li> <li>• Provide strategic thought leadership, actionable insights, and innovative solutions to drive executive decision-making and organisational advancement.</li> <li>• Prioritise building trust, fostering inclusive partnerships and empowering teams to excel, creating a culture of continuous learning and growth.</li> <li>• Drive the strategic direction, operational excellence and impactful outcomes of the People and Culture portfolio.</li> </ul>
<b>Planning, delivery, and transformation of People and Culture Services</b>	<ul style="list-style-type: none"> <li>• Lead strategy and operations to support the Network's strategic engagement with the industrial environment.</li> <li>• Plan, develop, build and maintain a strong structure, culture and processes to support high performing People and Culture</li> </ul>

	<p>capability for the Network.</p> <ul style="list-style-type: none"> <li>• Develop and enhance the organisation's managerial capacity to manage performance, develop culture and embed safety and wellbeing practices which align to the Networks' values and priorities.</li> <li>• Plan for, build and support a workforce that is agile, professional and resilient;</li> <li>• Champion and enable organisational culture which supports and enables high performing, professional, accountable and responsive teams</li> <li>• Provide advice to the Network, Chief Executive and Board regarding priorities, risks, challenges and opportunities, enabling those groups to fulfil their duties.</li> <li>• Lead strategies and operations to ensure ethical behaviour and effective responses to behaviour which falls short of expected standards.</li> <li>• Use innovative thinking to identify opportunities for improvement, growth, and competitive advantage.</li> <li>• Understand and apply lessons learned and opportunities from comparable industries or organisations to ensure that WCHN remains at the forefront of People and Culture practice and procedure.</li> <li>• Work collaboratively across SA Health and the South Australian government to identify areas for improvement and innovation.</li> <li>• Ensure that Managers, Leaders, Executive and the Board have the data, advice and information necessary to lead a safe and future proofed service which is fit for purpose and responsive to change.</li> </ul>
<b>Governance &amp; Quality Assurance</b>	<ul style="list-style-type: none"> <li>• Lead a high performing leadership team focussed on best practice People and Culture Services through responsive, agile and innovative service delivery.</li> <li>• Lead workforce planning, management and development in order to ensure that the network can deliver on WCHN and Government priorities now and into the future.</li> <li>• Establish effective systems to plan, monitor and report on performance and evaluate performance improvement initiatives.</li> <li>• Ensure that current and evidence-based policies, practices, and protocols to support quality performance are consistently adopted across the service.</li> <li>• Ensure the existence of risk management strategies by encouraging the systematic identification, assessment, and treatment of risks.</li> <li>• Ensure that all compliance requirements are met, including Mandatory Training, Fire Safety, Performance Management, Credentialing, Security Clearances, Excess Leave Management.</li> </ul>
<b>Resource Management</b>	<ul style="list-style-type: none"> <li>• Plan and allocate resources so that they are aligned with Network budgets and priorities.</li> <li>• Lead the implementation of strategies to develop and sustain a highly skilled, engaged and flexible workforce.</li> <li>• Sponsor the identification and transformation of continuous improvement opportunities.</li> </ul>
<b>Professionalism</b>	<ul style="list-style-type: none"> <li>• Conscientiously fulfil the requirements of the role and deliver on performance outcomes to a consistently high standard.</li> </ul>

	<ul style="list-style-type: none"> <li>• Pro-actively provide quality, accurate and authoritative verbal and written advice to the CEO on a range of complex issues.</li> <li>• Collaborate and engage in positive partnering behaviours with other members of the Executive Leadership Team.</li> <li>• Pro-actively develop and maintain outstanding stakeholder relationships based on candour and professionalism.</li> <li>• Pro-actively identify risks and issues and escalate with recommended mitigations to the CEO where appropriate.</li> <li>• Lead complex and sensitive negotiations and issue resolution, including with multiple stakeholders to deliver performance outcomes.</li> <li>• Maintain a contemporary knowledge of health service leadership and management.</li> <li>• Maintain and continuously advance knowledge of contemporary developments, policies and practices in people and culture and healthcare, fostering innovation and evidence-based decision-making.</li> </ul>
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## Key Relationships & Interactions

### Internal

The position will have a close working relationship with all members of the Board, the Executive as well as Clinical and Professional Leaders. The position will participate as an integral member of the WCHN Executive Team, significantly contributing to the leadership, vision and strategic direction setting for the Network. The EDPC will also foster a close, collaborative relationship with their team, working together to shape and implement strategic initiatives that support a high-performance culture, employee engagement, and workforce well-being.

### External

The EDPC will establish and sustain positive partnerships with:

1. Executive Director, Workforce, Department for Health and Wellbeing;
2. Counterparts across SA Health and other similar health services across Australia;
3. Commissioner for Public Sector Employment;
4. Integrity bodies;
5. Unions, professional associations, universities and other teaching institutions and peak bodies;
6. Regulators such as SafeWork SA and the Australian Health Practitioner Regulation Agency.

## Selection Criteria

### Essential Minimum Requirements

- A demonstrated track record of leading responsive, innovative and agile People and Culture services at an enterprise level within a large and complex organisation, preferably within a health care setting
- Tertiary qualifications in a relevant field such as Human Resources, Organisational Psychology or other relevant discipline
- A strong commitment to Closing the Gap and Reconciliation actions and culture which supports their implementation and a demonstrated knowledge of the context and needs of Aboriginal and Torres Strait Islander employees, students and volunteers.

### SAES South Australian Executive Service (SAES) Competency Framework

It is expected that all SA Executives are able to demonstrate all criteria aligned with the SAES Core Competencies. Criteria specific to this role are listed below, but do not describe the full list of core competency descriptors. The total Framework is available [here](#).

- Shape Strategic Thinking and Change
  - Strong leadership skills and ability to motivate and inspire others to work together as a team;
  - Capacity to drive and implement change and significantly contribute to change processes applying sound analytical skills, strategic thinking ability and knowledge of best-practice solutions;
  - Ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes at senior levels of government in an innovative and collaborative manner;
  - Highly developed emotional intelligence and collaboration skills in order to lead, manage and inspire people to work together to achieve shared objectives;
  - Excellent leadership skills with steadfast resolve and integrity;
  - Demonstrated ability to drive and inspire culture transformation;
- Achieve Results
  - Ability to provide comprehensive and decisive advice to senior decision-makers taking account of a range of priorities, opportunities and risks.
  - Demonstrated experience providing influential, strategic and solutions-focussed advice to Senior Executive and Boards which translates to excellent organisational and system wide outcomes;
- Drive business Excellence
  - Ability to plan, lead, implement, evaluate, and manage multiple complex objectives within the framework of the Department of Health and Wellbeing objectives.
  - Demonstrated ability to inspire, support and develop a high-performing team situated within a customer-service focussed context;
  - Demonstrated success in major policy formation, business planning and change management in a complex environment;
  - Demonstrated experience harnessing data and insights to drive future service planning and delivery.
- Forge Relationships and Engages Others
  - Strong ability to develop and maintain engaging relationships with a range of stakeholders, managing competing and multi-faceted priorities
  - Highly developed interpersonal and negotiation skills and demonstrates success in achieving changes through collaboration and exercising strong influencing skills with relevant stakeholders;
- Exemplify Personal Drive and Professionalism
  - Ability to identify, analyse, understand and manage risk and opportunity in a meaningful, defensible and innovative way;
  - Strong commitment to professional development and life-long learning and continuous improvement.
  - A demonstrated ability to operate at enterprise and system levels to address multiple, complex and competing problems and risks.

## Position 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.

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## GENERAL INFORMATION – APPLICABLE TO ALL WCHN ROLES

### Resilience:

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

### Performance Development

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

### General Requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Directives, Determinations and Guidelines, and legislative requirements including but not limited to:

- *Work Health and Safety Act 2012 (SA)* and when relevant WHS Defined Officers must meet due diligence requirements.
- *Return to Work Act 2014 (SA)*, facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.
- Meet immunisation requirements as outlined by the *Immunisation for Health Care Workers in South Australia Policy Directive*.
- Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).
- *Children and Young People (Safety) Act 2017 (SA)* 'Notification of Abuse or Neglect'.
- Disability Discrimination.
- *Independent Commissioner Against Corruption Act 2012 (SA)*.
- *Information Privacy Principles Instruction*.
- Relevant Awards, Enterprise Agreements, *Public Sector Act 2009*, *Health Care Act 2008* and the *SA Health (Health Care Act) Human Resources Manual*.
- Relevant Australian Standards.
- Duty to maintain confidentiality.
- Smoke Free Workplace.
- To value and respect the needs and contributions of SA Health Aboriginal staff and clients, and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- Applying the principles of the *South Australian Government's Risk Management Policy* to work as appropriate.
- May be responsible for supervision and oversight of volunteers assigned within the department, in collaboration with the WCHN Volunteer Unit. Refer to Volunteer Engagement and management Procedure.

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:**

- Australian residency or current Australian work permit is required.
- It is mandatory that no person, whether or not already working in SA Health, may be appointed to a position in SA Health unless they have provided a satisfactory current Criminal and Relevant History Screening, as required by the SA Health Criminal and Relevant History Screening Policy Directive.
- For appointment in a Prescribed Position under the *Child Safety (Prohibited Persons) Act (2016)*, a current Working with Children Check (WWCC) is required from the Department for Human Services Screening Unit, and must be renewed every 5 years from the date of issue
- For 'Risk Assessed Roles' under the *NDIS Worker Screening Rules 2018*, the individual's NDIS Worker Check must be renewed every 5 years from the data of issue (or are required to be compliant with transitional arrangement for South Australia).
- Failure to renew required criminal history screenings prior to nominated expiry will require your absence by way of approved leave until a renewal is obtained.
- A satisfactory National Police Certificate (NPC) assessment is required.
- Appointment is subject to immunisation risk category requirements. 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.



- As a South Australian Government Department, providing services to South Australia's most vulnerable babies, children, young people and women, it is essential that as an employee you maintain and adhere to all lawful and legislative instruments, policies and procedures applied to public sector employees.

#### **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.

## **Organisational Context**

### **Organisational Overview:**

Our mission at SA Health is to lead and deliver a comprehensive and sustainable health system that aims to ensure healthier, longer and better lives for all South Australians. We will achieve our objectives by strengthening primary health care, enhancing hospital care, reforming mental health care and improving the health of Aboriginal people.

SA Health is committed to a health system that produces positive health outcomes by focusing on health promotion, illness prevention and early intervention. We will work with other government agencies and the community to address the environmental, socioeconomic, biological and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians

### **Our Legal Entities:**

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Wellbeing.

The legal entities include but are not limited to Department for Health and Wellbeing, Central Adelaide Local Health Network, Northern Adelaide Local Health Network, Southern Adelaide Local Health Network, Women's and Children's Health Network, Barossa Hills Fleurieu Health Network, Limestone Coast Local Health Network, Riverland Mallee Coorong Local Health Network, Yorke Northern Local Health Network, Flinders Upper North Local Health Network, Eyre Far North Local Health Network, Statewide Services and SA Ambulance Service.

### **SA Health Challenges:**

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers.

### **Health Network/ Division/ Department:**

The Women's and Children's Health Network (WCHN) was established to promote, maintain and restore the health of women, children and young people in South Australia. The Service plans, develops and coordinates health services as part of an integrated health system.

The Women's and Children's Health Network efficiently conducts and manages, within its identified resources, health services for children, young people and women, including:

- Specialist hospital services.
- Primary health care and population health programs.
- Integrated community care services.
- Services to address the health and wellbeing of particular populations, including Aboriginal Health Programs.
- Education and training programs.
- Research.

## Values

### SA Health Values

The values of SA Health are used to indicate the type of conduct required by our employees and the conduct that our customers can expect from our health service:

- We are committed to the values of integrity, respect and accountability.
- We value care, excellence, innovation, creativity, leadership and equity in health care provision and health outcomes.
- We demonstrate our values in our interactions with others in SA Health, the community, and those for whom we care.

### Domestic and Family Violence

The WCHN recognises violence against women as a human rights issue that must be addressed in the workplace, and is committed to a zero tolerance policy towards violence against women in the workplace. Accordingly employees must appropriately report and respond to any such acts in the workplace, and make available appropriate support to employees who may be experiencing violence in the community.

### Code of Ethics

The *Code of Ethics for the South Australian Public Sector* provides an ethical framework for the public sector and applies to all public service employees:

- Democratic Values - Helping the government, under the law to serve the people of South Australia.
- Service, Respect and Courtesy - Serving the people of South Australia.
- Honesty and Integrity- Acting at all times in such a way as to uphold the public trust.
- Accountability- Holding ourselves accountable for everything we do.
- Professional Conduct Standards- Exhibiting the highest standards of professional conduct.

The Code recognises that some public sector employees are also bound by codes of conduct relevant to their profession.

## Women's & Children's Health Network

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

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

### **Consumers**

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

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

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

### **Clinicians**

All clinicians are accountable for the provision of competent, consistent, timely, safe, reliable, contemporary and person-centred care within a defined scope of practice.

Clinicians work in teams with professionals from a variety of disciplines based on mutual respect and clear communication, with an understanding of responsibilities, capabilities, constraints and each other's scope of practice.

All clinicians are responsible for providing care that is person centred, evidence-based and which focuses on safety through minimising risk while achieving optimal outcomes for consumers. This is helped by participating in clinical governance, in WCHN health and safety forums, fostering a learning environment and supporting other clinicians to provide high quality services which are safe.

Clinicians are expected to speak up when there are concerns about safety so that these can be rectified and learnt from.

Clinicians are accountable for their own individual professional practice, including maintaining currency of credentialing, registration and professional practice.

### **Managers**

Managers are accountable for implementing systems and practices that support high quality clinical practice. Managers oversee, guide and direct staff by providing leadership and advice ensuring appropriate clinical governance, continuous quality improvement, and leading safety programs. Managers develop, implement and monitor performance indicators for the identification, management and reporting of risk. Managers implement the Clinical Governance Framework; Consumer Engagement Framework and the requirements of the National Safety & Quality Standards within their areas of responsibility. Managers are expected to demonstrate diligence and honesty in the management of public resources.

Managers organise, direct and manage the performance of staff to meet operational requirements; implement and promote evidence-based standards and policies that are compliant with relevant, professional, industrial and legislative requirements. Managers engage with and listen to staff, and create an environment where staff feel able to speak up in relation to concerns about safety. Managers address concerns raised and provide regular, ongoing feedback in the interests of improving care and safety.

**Executive/Divisional Directors**

Executive/Divisional Directors are accountable for embedding the Clinical Governance Framework; Consumer Engagement Framework and the requirements of the National Safety & Quality Standards into their areas of responsibility and providing assurance to the Executive and Board that these systems are in place and work effectively, all risks are known and mitigated and that staff understand their safety and quality responsibilities.

It is expected that those holding senior leadership positions will model the highest standards of ethical and professional behaviour.

**WCHN Committees**

WCHN Committees support Executive Directors to implement and evaluate organisational systems, support divisions to work together to identify and mitigate risk and continuously improve practice. They support the organisation to work as a single entity.

**Chief Executive Officer**

The Chief Executive has overall accountability for safety, care delivery, system governance and monitoring.

**Board**

The Board is accountable for governance, monitoring, compliance and ensuring the executive are discharging their responsibilities in managing the organisation.

# WCHN Strategy Refresh 2026 & Beyond

## Healthy Generations, Thriving Communities



### 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

