

Position Description

NSW Health Pathology

Position Details

Position Title:

NSWHP Associate Director Clinical Governance (Quality)

Classification: HSM 4**Department:** Clinical Governance**Award:** Health Service Manager**Reports to:** Director Clinical Governance (Patient Safety)**Employment Status:** Full time, permanent**Roles reporting to:****Location:** St Leonards

Quality & Patient Safety Managers in a matrix structure

Position Number (Stafflink):

Primary Purpose of the position

The New South Wales Health Pathology (NSWHP) Associate Director Clinical Governance (Quality) is responsible for leading quality assurance and improvement functions to promote and support clinical excellence across NSWHP. The position will lead, facilitate and co-ordinate the planning, implementation, evaluation and continual improvement of all aspects of quality guided by the NSWHP Clinical Governance Framework and associated Operational Plan.

The Associate Director Clinical Governance (Quality) will provide high level advice and reports to relevant committees, managers and executive teams providing oversight and execution of effective Clinical Governance policy, practice and direction in relation to provision of safe patient care across NSWHP. This will be in accordance with relevant legislation, Standards and NSW Ministry of Health (MoH) and NSWHP policy directions always encompassing the principles of best practice and placing patients at the centre of our business.

Key Accountabilities

The role and responsibilities of the position are to be carried out in a manner that is consistent with the values, strategic priorities, performance goals, delegations, policies, procedures and operations of NSWHP and in line with the NSW Health Code of Conduct and the Capabilities required to perform this role competently. The incumbent may be asked to perform job-related tasks other than those specifically stated in this description and occasional travel with overnight stays may be required.

- Lead and manage the NSWHP Quality Management System with a coordinated organisational approach to quality assurance that emphasises and leverages off both appropriate behaviours and robust systems to manage accreditation requirements and drive excellence.
- Effectively manage and facilitate trending and analysis of accreditation activities and potential risks that result in strong sustainable improvement strategies/recommendations and evaluate effectiveness of process changes whilst ensuring NSWHP at a minimum meets its quality assurance associated Legislative, Standard and Policy requirements.
- Manage communication of quality management issues where required and work collaboratively to develop strategies for effective dissemination of “lessons learned” and improvement opportunities originating from quality assurance activities across NSWHP.
- Collaborate with NATA, DHS, Medicare, professional associations, LHD/SHN's, Clinical Excellence Commission (CEC) and others external to NSWHP as required to facilitate quality

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assurance and improvement activities. This may include authorised representative associated responsibilities. Work with Clinical Operations to understand barriers and challenges to quality activities and collaboratively develop strategies to overcome them.

- Work with the Director Clinical Governance (Patient Safety) to identify and/or develop and implement standardisation of quality assurance tools and techniques across NSWHP. Develop, implement and test innovative ideas for improvement by driving a culture that supports new ideas and thinking.
- Develop and facilitate ongoing education to leaders, clinicians and staff to ensure organisational wide quality capability and effective use of associated tools and resources and timely completion of required activities. Partner with NSWHP leadership to establish activities that enable and sustain a psychologically safe environment promoting learning and safe systems related to quality (e.g. escalation of risks identified through business as usual and audits).
- Present informative and actionable quality reports to appropriate committees. This will include high level presentations to the NSWHP Leadership team, Board Quality & Clinical Safety subcommittee and oversee the management and use of quality assurance information to benchmark and track progress to agreed key performance indicators including numbers and types of accreditation activity conditions, audit completion rates and supervision requirements.
- In consultation with the Director Clinical Governance (Patient Safety) contribute to the operationalisation of the NSWHP Clinical Governance Framework including the provision of advice and assist in the development of long term strategies in relation to governance of quality.

Key Challenges

- Build skill and capacity of staff by providing educational, operational and technical support to staff within the organisation to facilitate skills development in translating quality improvement principles into clinical practice change and assist with management and resolution of complex problems. This will include management and analysis of large volumes of data and complex systems in a timely and efficient manner.
- Ongoing embedding and improvement of existing quality systems as NSWHP governance structures evolve including keeping abreast of the constant changes in Standards and requirements, to assimilate new information into existing systems and processes.
- Harnessing support for implementation of key quality strategies where competing priorities exist and overcoming resistance to changes related to quality systems and quality assessment whilst operating within a constant and rapidly changing environment.

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Key Internal Relationships

Who?

Why?

Chief Executive, other Executive staff, NSWHP Quality and Clinical Safety Board sub-committee, Corporate Portfolios, Clinical Operations, Streams and Services and direct reports.	To work co-operatively to successfully implement the NSWHP Clinical Governance Framework. Collaborate with and share information related to quality to support quality outcomes, ensuring consistency in approach to clinical governance strategy across NSWHP.
Clinical Governance team	To work co-operatively within the team to implement the Clinical Governance Framework and operational plan. Collaborate with and share information related to patient safety and clinical quality to support safety and quality outcomes and ensure consistency in approach to clinical governance planning and strategy across NSWHP.
Director of Clinical Operations, Operations management and staff	To collaboratively lead, facilitate and evaluate projects, initiatives and feedback relating to quality.
Planning Directorate including Change, Project and Risk Management teams	To enable an organisational and structured approach to quality initiatives leveraging organisational resources to maximise opportunities for success and service excellence and to ensure a collaborative and consistent approach to patient safety matters as they relate to these areas.

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Key External Relationships

Who?

Why?

Local Health District/ Specialty Health Network Executive, managers and clinicians.	Two-way communication about incident management and patient safety initiatives and audits.
Ministry of Health, Agency for Clinical Innovation (ACI) and the Clinical Excellence Commission (CEC).	Collaboration and engagement in quality improvement initiatives.
NATA, DHS, Medicare, professional associations and other bodies.	Communicate over quality initiatives and audits and manage records for accreditation and registration.

This position may be required to travel for work purposes, including overnight stays. A current driver's licence will be required.

Selection Criteria for the position

1. Tertiary qualification in a relevant field and/or equivalent significant work experience in complex health care settings.
2. Significant experience as a senior Quality Manager working in a multidisciplinary NATA accredited organisation with experience working with accreditation bodies to facilitate effective and efficient processes.
3. Demonstrated experience in application of the concepts, principles and practice of clinical governance as they relate to quality at an advanced level.
4. Demonstrated ability to develop, implement and evaluate quality management processes in a complex scientific and technical/healthcare organisation and the ability to analyse, trend, monitor, and report on quality initiatives at an advanced level.
5. Knowledge of adult learning principles and ability to needs assess, plan, develop, implement and evaluate quality associated educational activities.
6. Demonstrated advanced interpersonal, written and oral communication skills including report preparation and the ability to understand and use available technologies to maximise efficiencies and effectiveness.
7. Demonstrated experience in effective leadership with multidisciplinary staff in complex health care organisations with the ability to effectively motivate and develop staff, influence others to work collaboratively to make decisions, drive continual improvement and manage clinical risk.
8. Proven ability to lead, manage and implement change including thinking creatively and facilitating innovation.

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Position Dimensions

Staffing:

Number of direct reports: 5 direct reports

Number of indirect reports (including contractors): Nil

Expenditure:

Budget (\$): Nil

Financial Delegation: As per NSWHP Delegations Manual

Other Specific Requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of NSWHP, and in line with the NSW Health Code of Conduct. The following specific requirements should be noted:

Vaccination

Category B

Organisational Information Statement

Overview

NSWP provides public pathology, forensic and analytical science services across the state. Our pathologists are medically trained clinicians who work in public hospitals and modern laboratories. They are supported by teams of scientists, technical and support staff who ensure samples are quickly and accurately assessed and results shared with clinical teams, so they can make the best possible treatment decisions for patients. Our Forensic and Analytical Science Service provides independent, objective analysis in a range of specialised fields for our state's health and criminal justice systems.

NSWP:

- brought together five clinical and scientific networks
- operates more than 70 laboratories
- employs over 4,500 staff

Our Values

As employees of NSWP we will respect and display the CORE values of the NSW Health system in our day-to-day actions and decisions. That means actively encouraging Collaboration, Openness and Respect in the workplace to create a sense of Empowerment for people to use their knowledge, skills and experience to provide the best possible care to patients and their families and carers.

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NSWP has developed a set of organisation specific values in collaboration with staff. The four values that apply to NSWP are:

- **Respect:** We acknowledge and value the opinions, skills and abilities of others by treating others as we would like to be treated.
- **Integrity:** We act professionally, honestly and consistently, and we are accountable for our decisions and actions.
- **Teamwork:** We collaborate with others to achieve our goals, recognise the contributions of others and value diversity.
- **Excellence:** We strive to exceed expectations by delivering innovative, quality services and outcomes.

Role Accountabilities Statement

Conduct and Ethics Accountabilities

All employees are required to comply with the following:

- Read and acknowledge individual responsibilities as determined in the Code of Conduct. Acknowledge the Code of Conduct as a framework for professional behaviour, ethical practice and decision-making.
- Acknowledge and accept a shared responsibility for ensuring that their own behaviour and the behaviour of colleagues meets the standards outlined in the Code of Conduct. Report and express any workplace concerns fairly, honestly and respectfully.
- (For managers and supervisors) Ensure workers are provided with a copy of the Code of Conduct upon appointment or reappointment. Provide advice to each worker to ensure they understand their responsibilities under the Code of Conduct. Maintain a record of when this occurred.
- Model and encourage behavioural expectations as outlined in the Code of Conduct.
- Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the NSWP core values of Integrity, teamwork, Respect, and excellence, through demonstrated behaviours and interactions with patients, clients and employees.
- Assist workers to identify and model specific behaviours and actions that reflect the NSW Health core values of Collaboration, Openness, Respect, and Empowerment, in the workplace.
- Uphold the highest standards of professionalism at all times by performing the functions of the role efficiently, economically, fairly, impartially and with integrity and by actively advocating the NSWP core values of Integrity, teamwork, Respect, and excellence to ensure that NSWP Local Health District, NSW Health and NSW Government expectations are met.

Finance and Assets Accountabilities

Employees are required to adhere to, and/or manage, allocated finance and resources efficiently and effectively in accordance with the NSWP Delegations Manual (and supporting corporate policies and documentation). This may include, but not be limited to, management of an allocated budget, assets and stores, corporate records, intellectual property and personnel records.

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Patient Safety, Risk Management and Quality Accountabilities

All employees are required to: undertake business unit risk planning and risk assessments, ensuring competence in risk management and assessment; and understand and abide by the organisation's risk policies, developing an understanding of the operational and risk management context, managing risk accordingly. Specific accountabilities may include (and are not limited to):

- Actively participate in patient safety and ongoing quality improvement programs and practices that promote the best possible health outcomes for patients/clients.
- Identify, develop, lead and monitor patient safety, risk management and quality improvement programs to improve the operation and promote the best possible health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.
- Provide governance and strategic direction for the development, implementation and evaluation of patient safety and quality improvement programs that promote the best possible experience and health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.
- Monitor the delivery of laboratory activities including the identification, development and implementation of quality and continuous improvement activities in accordance with National Association of Testing Authorities (NATA) / International Standardisation Organisation (ISO) / Therapeutic Goods Administration (TGA) / National Pathology Accreditation and Advisory Council (NPAAC) requirements

Training and Development Accountabilities

All employees are required to comply with and participate in the organisation's training programs and policies, including but not limited to participation in mandatory training.

Registration and Licenses Accountabilities

Employees in a position with specific license and/or registration requirements is required to maintain the registration and licenses required for the position held.

Performance Review

All employees have a responsibility to participate in the organisation's performance assessment and development processes in accordance with relevant policies.

Work Health and Safety Accountabilities

All employees have a positive duty to demonstrate commitment to safety. This includes taking reasonable care for your own safety and others, participating with consultation arrangements and complying with work health and safety legislation, policies, procedures and safety instructions.

Specific accountabilities may include (and are not limited to):

- Actively participate in:
 - Hazard identification
 - Reporting of risks, near-misses and incidents
 - Taking responsibility for own safety
 - Development and implementation of Safe Work Practices
 - Work Health and Safety (WHS) Consultation processes
 - Emergency preparedness

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- Professional development
- Implement all elements of the NSWP, health and safety management system.
- Comply with and, where appropriate monitor and evaluate, WHS and Injury Management (IM) performance against specified targets. This includes reporting progress toward and barriers to the achievement of WHS and IM targets to senior management.
- Actively improve WHS performance.
- Apply due diligence to known and emergent WHS risks.
- Actively engage in WHS planning and reporting.

Workplace Diversity Accountabilities

All employees are required to comply with and participate in the organisations workplace diversity policies and procedures.

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Job Demands Checklist

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. **This form is to be completed in consultation with the manager/supervisor of the position being recruited.**

Job Demands Frequency Key

I = Infrequent	intermittent activity exists for a short time on a very infrequent basis
O = Occasional	activity exists up to 1/3 of the time when performing the job
F = Frequent	activity exists between 1/3 and 2/3 of the time when performing the job
C = Constant	activity exists for more than 2/3 of the time when performing the job
R = Repetitive	activity involved repetitive movements
N = Not Applicable	activity is not required to perform the job

Note: any entries not assigned a value will be automatically set to "N"

Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Sitting – remaining in a seated position to perform tasks				X		
Standing – remaining standing without moving about to perform tasks		X				
Walking – floor type: even/uneven/slippy, indoors/outdoors, slopes		X				
Running – floor type: even/uneven/slippy, indoors/outdoors, slopes						X
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	X					
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	X					
Kneeling – remaining in a kneeling posture to perform tasks						X
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks						X
Leg/Foot Movement – use of leg and/or foot to operate machinery						X
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	X					
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	X					
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)						X
Lifting/Carrying – heavy lifting and carrying (16kg and above)						X
Reaching – arms fully extended forward or raised above shoulder						X
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body						X
Head/Neck Postures – holding head in a position other than neutral (facing forward)	X					

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Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Hand and Arm Movements – repetitive movements of hands and arms				X		
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands		X				
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work						X
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	X					
Sensory Demands - Description (comment)	Frequency					
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)				X		
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)			X			
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)						X
Taste – use of taste is an integral part of work performance (e.g. food preparation)						X
Touch – use of touch is an integral part of work performance						X
Psychosocial Demands - Description (comment)	Frequency					
Distressed People – e.g. emergency or grief situations	X					
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness						X
Unpredictable People – e.g. dementia, mental illness, head injuries						X
Restraining – involvement in physical containment of patients/clients						X
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies						X
Environmental Demands - Description (comment)	Frequency					
Dust – exposure to atmospheric dust	X					
Gases – working with explosive or flammable gases requiring precautionary measures						X
Fumes – exposure to noxious or toxic fumes						X
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)						X
Hazardous Substances – e.g. dry chemicals, glues						X
Noise – environmental/background noise necessitates people raise their voice to be heard						X
Inadequate Lighting – risk of trips, falls or eyestrain						X
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight						X

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Environmental Demands - Description (comment)	Frequency					
	I	O	F	C	R	N
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	X					
Confined Spaces – areas where only one egress (escape route) exists						X
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	X					
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls						X
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks						X
Biological Hazards – exposure to body fluids, bacteria, infectious diseases						X

Employee Agreement

As the incumbent of this position, I confirm I have read the Position Description and Job Demands Checklist, understand its content and agree to work in accordance with the requirements of the position.

Signatories	Name	Signature	Date
Employee			
Manager / Supervisor			