

Attachment 2: Proposed Role Descriptions

Site Director Clinical Operations

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick or Westmead
Classification/Grade/Band	HES Band 1
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Clinical Operations (DCO) is a senior leader within the Sydney Children's Hospitals Network (SCHN). The role is responsible for operational leadership at the [insert hospital name] including:

- service coordination and delivery
- people management for service delivery
- financial management and performance (budget holders)
- quality and safety for day-to-day operations

Reporting to the Executive Director Clinical Operations the DCO is the lead for the Site Leadership Team and a key contributor to the SCHN strategic and operational planning, policy and relationship management.

Key accountabilities

- Lead and manage the hospital to ensure the effective and efficient provision of coordinated and high quality health services that meet the community health care needs, consistent with relevant health service planning.
- 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 children, young people and families. Ensuring that National Safety and Quality Health Service Standards are met.
- Ensure the hospital functions within the operating and capital expenditure budget and business plan, ensuring costs of operation are monitored and prioritised, and activities are completed consistent with all ethical, statutory and other requirements including Act, Regulations, NSW Health and Network Policy.
- Promote a strong culture of excellence, quality improvement and innovation, focusing on whole of system improvements in patient safety and clinical pathways of care, in collaboration with staff, children and young people, family and carers, and establish effective community consultation programs to involve children, young people, families and local residents in initiatives to improve clinical services.
- Participate as a member of the Clinical Operations Directorate to provide input to the development of and implement the Network Strategic Plan in consultation with relevant stakeholders ensuring that strategies are in place for the achievement of agreed objectives consistent with the organisation's strategic direction.

- Actively participate and encourage collaboration across the Network working closely with Clinical Stream and Business Unit Leads.
- Foster strategic relationships with key partners and stakeholders including, academic partners, medical research institutes, local Primary Health Networks and other relevant partners to progress delivery of care for children and young people.
- Provide leadership, management and supervision of operations design and performance accountability to meet service level agreement targets in consultation with the Executive Director Clinical Operations and the Executive Team

Key challenges

- Ensuring community and consumer involvement in decision making in health service planning and enhance clinician involvement in planning and service delivery, particularly as it relates to the hospital redevelopment.
- Aspiring for excellence, maintaining a focus on the child and family as the centre of care delivery in developing strategies and innovative approaches to care.
- Promoting sustainability and maintaining performance levels across a diverse range of clinical services within a fiscally constrained environment.

Key relationships

Who	Why
Internal	
Executive Director Clinical Operations	Line manager – primary point of accountability, coaching and guidance
Chief Executive, Clinical Stream and Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters
Site leads for Nursing, Medical, Allied Health and Corporate Services	Direct reporting line to DCO for operational matters, maintaining collaborative relationships: consult and negotiate on key matters
Executive Team	Work collaboratively on Network plans and approaches for operational service delivery Report on hospital performance levels and provide information regarding any key developments or issues
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups,	Build and maintain effective and consultative working relationships and partnerships Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation, and activities
Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian and Other Government Accountability Agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about the hospital to the public
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital

Role dimensions

Decision making

- The Director Clinical Operations works as a member of the Clinical Operation Directorate and will have responsibility for directing and managing the operations of the hospital. Decisions related to resource deployment outside of the operational budget allocation are referred to the Executive Director Clinical Operations and as required the Chief Executive.
- In consultation with the Executive Team, Executive Director Clinical Operations and Chief Executive the Director Clinical Operations will provide input into organisation-wide strategic and operational plans and projects.
- For clinical services, approve recurrent expenditure within allocated budgets and approve the creation of positions within Award structures and allocated budgets under the SCHN Delegations Manual and as determined by the Executive Director Clinical Operations, Chief Executive and SCHN Board from time to time.

Reporting line

Reports to the Executive Director Clinical Operations

Direct reports

For operational matters direct reports include:

- Director Medical Services
- Director Nursing
- Manager Allied Health
- Manager Corporate Services
- Manager Patient Flow

Total Clinical Operations FTE: [to be included].

Budget/Expenditure

Approximately [to be included].

Essential requirements

A relevant tertiary qualification and demonstrated experience in a senior leadership role in a complex organisation engaged in service delivery.

Site Director Allied Health

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick or Westmead
Classification/Grade/Band	Level 7 Grade 3 Health Professionals State Award
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Allied Health is a senior leader within the Sydney Children's Hospitals Network (SCHN). The role is responsible for the governance of clinical and professional practice and patient care, leadership and management of allied health services at [insert hospital name] to ensure the delivery of high-quality patient and family centred care. The position is responsible for the planning and development needs of allied health services from a financial, organisational, physical and human resource perspective and participates in all aspects of hospital and service planning.

The Director Allied Health will operationally manage Allied Health services within Clinical Operations, including allocation of resources; human resource management; and utilisation of data collection, reporting and monitoring and surveillance systems to support excellence in clinical and professional practice.

The role will lead and motivate Allied Health services to achieve the goals of their service and agreed key performance indicators. Guide overall service development and planning through integration of key objectives from the NSW Strategic and Operational plans into clinical service delivery and models of care.

Key accountabilities

- Strategic and operational management of Allied Health services as part of the Site Leadership Team, including allocation of resources; human resource management; and utilisation of data collection, reporting and monitoring and surveillance systems to support.
- Foster and promote an environment of participation and collaboration in service development and improvement through consultation.
- Provide effective financial management of the designated cost centres through contribution to the development of the budget, and monitoring and analysing budget reports to ensure the optimisation of resources and service performance in line with agreed parameters and targets.
- Provide high level leadership and motivation for Allied Health services to achieve the goals of their service and agreed key performance indicators. Guide overall service development and planning through integration of key objectives into clinical service delivery services and models of care.
- Lead the development and/or implementation of standards and associated policies and procedures to enhance the safety, effectiveness and efficiency of Allied Health services in alignment with the National Standards.
- Actively contribute to maintaining a safe workplace that values the health and safety of co-workers, clients or visitors, with particular focus on adherence to National Safety and Quality Health Service Standards.

- Provide leadership and direction for workforce planning and capability strategies to align enhance and optimise effectiveness and efficiency of quality and safe clinical practice to ensure sustainability of Allied Health resources to meet patient need.
- Assist allied health managers and staff to establish meaningful networks and partnerships both within allied health and across Network services.
- Work as part of the Site Leadership Team with Clinical Operations, Medical and Nursing leads to develop, implement and evaluate patient flow strategies and patient experience.
- Work in collaboration with Executive Leadership Team
- Represent members of the SCHN Executive and the organisation as required.
- The Director Allied Health participates in the Network Executive On-Call roster.

Key challenges

- Encourage and maintain clinician engagement in a fast-paced and demanding environment. Providing leadership in the resolution of conflicts.
- Developing an appropriate balance between the need to address immediate operational issues, escalated clinical related matters and strategic planning.
- Delivery of allied health services within performance benchmarks, expenditures and revenue targets as relevant to the role. Responding and participating proactively to changes in State and NSW Health policy, health legislation, procedures and practices and to changes in the needs and priorities of members of the community.

Key relationships

Who	Why
Internal	
Director Allied Health	Professional and workforce governance reporting line.
Site Leadership Team	Maintaining collaborative relationships: consult and negotiate on key matters. Working together to achieve KPIs and meet SLAs to ensure optimal service delivery. Reporting to the Director Clinical Operations regarding operational governance.
Executive Team	Work collaboratively on Network plans and approaches for operational service delivery. Report on hospital performance levels and provide information regarding any key developments or issues.
Clinical Stream and Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters.
Allied Health professionals	Provide Leadership and work with the Allied Health Departments and Network Allied Health to develop the allied health services within the NSW Health system. Support development of a culture of research, education among allied health staff, with consideration to workforce development and translation of research into practice.
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups	Build and maintain effective and consultative working relationships and partnerships. Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities.
Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian and Other	As required to meet statutory accountability requirements and ensure sound governance of the hospital.

Who	Why
Government Accountability Agencies	
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about the hospital to the public.
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital.

Selection Criteria

1. Tertiary qualifications in Allied Health and relevant professional registration. Where professional registration does not exist, membership or eligibility for practising membership of relevant peak professional body/association would be acceptable.
2. Post graduate qualifications in health services management/ equivalent experience/ willingness to work towards post graduate experience in management.
3. Broad high-level clinical and operational management experience within a complex health environment with demonstrated experience in strategic thinking processes.
4. Demonstrated high level interpersonal, communication, written, consultation and negotiations skills including the capacity to produce reports, plans and briefings.
5. Demonstrated high level leadership skills in problem solving/negotiation and change management.
6. Demonstrated, knowledge and experience in management of complex human resource and administrative matters.
7. Demonstrated experience in budgetary and financial management within allocated resources.
8. Proven skills and experience in facility and clinical service planning, patient safety and quality systems and patient flow management.

Role dimensions

Reporting line

The position is a key member of the Hospital Site Leadership team reporting to the Network Director Allied Health for professional and workforce governance and to the Director Clinical Operations for operational governance.

Direct reports

[to be included]

Budget/Expenditure

Approximately [to be included]

Site Director Medical Services

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick or Westmead and NETS
Classification/Grade/Band	Staff Specialist
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Medical Services (DMS) is a senior leader within the Sydney Children's Hospitals Network (SCHN). The role is responsible for the leadership of junior and senior medical staff and governance of professional and workforce matters relating to this professional group at [Sydney Children's Hospital/ The Children's Hospital at Westmead and NETS] to ensure the delivery of high quality patient and family centred care. The position is responsible for the planning and development needs of medical staff from a financial, organisational, physical and human resource perspective and participates in all aspects of hospital and service planning.

The DMS will support both junior and senior medical staff to provide excellent clinical services to children and their families as part of a multi-disciplinary team. This includes supporting medical involvement in patient safety and quality processes and in improvement and redesign activities.

Senior medical staff support and governance will include recruitment, credentialing, orientation and education, development and appraisal systems, and supporting contribution of these staff beyond clinical work.

Co-lead the JMO Unit with the Network JMO Manager Co-lead to provide support and governance to junior medical staff (JMOs) working within SCHN and its secondment networks. This role supports JMOs at CHW and NETS. This includes JMO recruitment and orientation, support of JMO development, education and performance, budgetary management, supporting the contribution of JMOs to the organisation beyond clinical work, and advocacy for JMOs.

This position supervises the Chief Resident Medical Officer. The DMS will enhance training opportunities in paediatric specialities within NSW working with the relevant College. For Paediatric Physician training this involves working with NSW training councils and HETI to enhance training across NSW.

Key accountabilities

- Strategic and professional leadership of medical staff at [Sydney Children's Hospital/ The Children's Hospital at Westmead and NETS], promoting and enhancing professional standards, conduct and practice to advance safe medical practice and patient care.
- Leadership and communication with medical staff and linkage with Executive Leadership Team and Site Leadership Team, balancing different perspectives to achieve the best outcome for patient care and staff.
- Strategic medical workforce planning to ensure a skilled, qualified and competent medical workforce aligned with hospital and SCHN clinical priorities.
- Leadership, mentoring and consultation with senior medical staff to work towards the strategic directions of SCHN. This includes working with the workforce team and the Medical and Dental Appointment Advisory Committee.

- Developing, implementing and supporting strategies regarding recruitment and retention of senior medical workforce including programs of succession planning.
- Work with Network JMO Manager Co-lead and Chief Resident Medical Officer in supporting junior medical staff in wellbeing, mentoring, recruitment, rostering, maximising training opportunities and dealing with registration and educational requirements. Work with state-wide JMO training networks.
- Support junior and senior medical staff to improve outcomes through safety, quality and risk management processes, and improvement and redesign activities including Patient Safety, Medication Safety and Quality Safety Committees, training and sponsor for a Standards Committee.
- Support for Medication and Therapeutic Committees at hospital and SCHN level to ensure effective use of medications within financial constraints.
- Provide and support training and supervision to clinicians and students to achieve quality education, safe clinical practice and to undertake research.
- Provide leadership with respect to performance review and development and enhancement of medical orientation.
- Utilise information systems to enable informed decision making and care planning.
- Work as part of the Site Leadership Team with Clinical Operations, Nursing and Allied Health leads to develop and implement patient flow strategies.
- Work in collaboration with SCHN Executive Leadership Team.
- Represent members of the SCHN Executive and the organisation as required.

Key challenges

- Encourage and maintain clinician engagement in a fast-paced and demanding environment. Providing leadership in the resolution of conflicts.
- Developing an appropriate balance between the need to address immediate operational issues, escalated clinical related matters and strategic planning.
- Delivery of medical services within performance benchmarks, expenditures and revenue targets as relevant to the role. Responding and participating proactively to changes in State and NSW Health policy, health legislation, procedures and practices and to changes in the needs and priorities of members of the community.

Key relationships

Who	Why
Internal	
Director Medical Services and Clinical Governance	Professional and workforce governance reporting line.
Site Leadership Team	Maintaining collaborative relationships: consult and negotiate on key matters. Working together to achieve KPIs and meet SLAs to ensure optimal service delivery. Reporting to the Director Clinical Operations regarding operational governance.
Executive Team	Work collaboratively on Network plans and approaches for service delivery, quality and safety. Provide information regarding any key developments or issues.
Clinical Stream and Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters.
Junior and senior doctors and other healthcare professionals	Provide clinical leadership, teaching and patient management; collaborate regarding patient care to enable delivery of best practice and care.

Who	Why
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups	Build and maintain effective and consultative working relationships and partnerships. Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities.
Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian and Other Government Accountability Agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital.
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about SCHN to the public.
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital.
NSW training councils, HETI, Medical Colleges	Working with NSW training councils and HETI to enhance training across NSW for Paediatric Physicians.

Selection Criteria

1. Eligible for registration with the Medical Board of Australia as a Specialist and/or overseas trained specialist pathways.
2. Demonstrated experience at a senior level in driving culture of professional medical administration and governance. Inclusive of issues relating to medical workforce, medical professional practice, clinical governance, clinical ethics, clinical teaching, and clinical leadership.
3. Demonstrated ability to lead change and to work effectively within a senior leadership team environment.
4. Demonstrated ability and experience in clinical strategic planning and clinical leadership for the provision of programs, and services consistent with the responsibilities of the position.
5. Demonstrated commitment to best practice and successful experience in both the development and implementation of initiatives to improve patient safety and ensure quality of care.
6. Demonstrated ability to communicate, consult and effectively negotiate with junior and senior health professionals, executives, external agencies, medical colleges, and university medical schools.
7. Demonstrated commitment to teaching, continuing education, research and quality improvement.

Role dimensions

Reporting line

The position is a key member of the Hospital Site Leadership team reporting to SCHN Director Medical Services and Clinical Governance for professional and workforce governance of medical staff. Reporting to the Director Clinical Operations for operational matters.

Direct reports

[to be included]

Budget/Expenditure

Approximately [to be included]

Site Director Nursing

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick or Westmead
Classification/Grade/Band	Nurse Manager Grade 9
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Director Nursing is a senior leader within the Sydney Children's Hospitals Network (SCHN). The role is responsible for the governance of clinical and professional practice and patient care, leadership and management of the nursing services at [insert hospital name] to ensure the delivery of high quality, safe, patient and family centred care.

The position is responsible for the planning and development needs of the nursing service from a financial, organisational, physical and human resource perspective and participates in all aspects of hospital and service planning.

Key accountabilities

- Strategic, professional and operational leadership of nursing services at [insert hospital name], promoting and enhancing professional standards, conduct and practice to advance safe nursing practice and patient care.
- Develop, foster and support a nursing and midwifery culture aligned to SCHN core values and national standards of practice for nurses that supports and promotes innovation and clinical excellence through education, professional development and research.
- Utilise a comprehensive approach to service planning and monitor budgetary and resourcing recommendations to ensure that high quality services are delivered within the funding allocation.
- Responsible for management of professional practice and performance concerns related to nurses
- Monitor and evaluate the allocation and utilisation of the nursing workforce including development of staffing profiles, rostering, and skills mix to support the delivery of safe, high quality clinical services and ensure adherence to industrial requirements and innovative models of care to improve patient outcomes.
- Communicate and consult with nursing staff, managers and other health service personnel in a professional, clear and timely manner to support the ongoing development, delivery and evaluation of clinical services and to minimise and address potential conflicts.
- Utilise nursing knowledge, skills and experience to identify, evaluate and incorporate emerging trends (as appropriate) into professional and clinical practice to ensure that practice and models of care patient are family centred, contemporary and meet the organisational needs.
- Support the development of a research culture in nursing and the application of evidence based clinical practice. Facilitate and capitalise on change and innovation to improve clinical practice, models of service delivery and patient outcomes.

- Work as part of the Site Leadership Team with Clinical Operations, Medical and Allied Health leads to develop and implement and evaluate operational strategies that will improve the patient experience and patient flow.
- Work in collaboration with Executive Leadership Team.
- Represent members of the SCHN Executive and the organisation as required.
- The Director Nursing participates in the Network Executive On-Call roster.

Key challenges

- Ensure the organisation is able to be staffed with appropriately skilled and qualified nurses and midwives to its budgeted FTE and managing competing service demands and priorities.
- Supporting staff to manage time and prioritise the clinical /operational and strategic workload within finite resources to ensure the delivery of optimum standards of nursing care that meet patient/client needs and expectations.
- To contribute, in an environment of constant change, to improving the ways in which nurses and other members of the health care team work together to provide treatment, care and support to individuals and carers.

Key relationships

Who	Why
Internal	
Director Nursing, Midwifery and Education	Professional and workforce governance reporting line.
Site Leadership Team	Maintaining collaborative relationships: consult and negotiate on key matters. Working together to achieve KPIs and meet SLAs to ensure optimal service delivery. Reporting to the Director Clinical Operations regarding operational governance.
Executive Team	Work collaboratively on Network plans and approaches for operational service delivery. Report on hospital performance levels and provide information regarding any key developments or issues .
Clinical Stream and Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters.
Nurse Managers and Nursing Unit Managers	Reporting to the Site Director Nursing, provide and receive feedback, operational issues, delegation, supervision, and access.
Nursing staff and multidisciplinary teams	Involvement in unit and patient care decisions, ensure a collaborative approach to care delivery.
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups,	Build and maintain effective and consultative working relationships and partnerships Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities
Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian, Nursing and Midwifery Board of Australia (NMBA) and Other Government Accountability Agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about the hospital to the public

Who	Why
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital

Selection Criteria

1. Current registration with the Australian Health Practitioners' Regulation Agency (AHPRA) with relevant post graduate qualifications in health services management or equivalent.
2. Extensive experience in leadership and management within a health care setting at a senior management level.
3. Demonstrated ability to manage and lead the financial resources and nursing workforce requirements (including profile management) in a complex environment within industrial frameworks and organisational guidelines to provide safe, compassionate quality care that is culturally responsive.
4. Demonstrated highly developed interpersonal, negotiation, advocacy, analytical and conceptual skills.
5. Demonstrated ability to lead the implementation of evidence based best practice and contemporary models of care within nursing services.
6. Comprehensive knowledge of and commitment to health system safety and quality, risk management, change management, innovation, professional practice development and research.
7. Demonstrated understanding of and commitment to the effective and meaningful engagement of clinicians in the decision making process that impact on positive patient outcomes.
8. Demonstrated extensive leadership using contemporary change management methodologies and an understanding of current issues impacting on the nursing profession.

Role dimensions

Reporting line

The position is a key member of the Hospital Site Leadership Team reporting to the Network Director Nursing, Midwifery and Education for professional and workforce governance and to the Director Clinical Operations for operational governance.

Direct reports

[to be included]

Budget/Expenditure

Approximately [to be included]

Clinical Stream Director

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick and Westmead
Classification/Grade/Band	Health Manager 5
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Clinical Stream Director is a senior leader within the Sydney Children's Hospitals Network (SCHN). The Clinical Stream Director – [insert stream] will work collaboratively with the Clinical Stream Medical Director – [insert stream] as the Stream Leadership Team responsible for:

- Strategy – workforce strategy and service development
- Governance – clinical policy development and review for the services provided and models of care
- People management – staff within the clinical stream in the departments that do not fall into business units, site wards and site allied health departments
- Performance – support services and departments across the Clinical Stream to meet financial targets and key performance indicators
- Monitoring and review of quality outcomes
- Process and system improvement – support innovation and excellence in the delivery of high quality care for children, young people and their families

The Stream Leadership Team will report directly to the Executive Director Clinical Operations and have joint accountability and decision making for the stream, with a reporting line to the site Director Clinical Operations for governance of operational issues at the relevant site.

Key accountabilities

- Provide a strong strategic vision for the clinical stream and maintain a continuous planning process.
- Provide leadership in developing and implementing clinical service and business planning, ensuring the clinical stream workforce strategy and service development is aligned to the organisational strategy and future service needs.
- Lead a high performing multi-disciplinary team to ensure the provision of efficient, reliable, responsive and patient-focused services across the Network.
- Contribute to the negotiation of governance arrangements ensuring relationships are maximised, efficient and effective use of Network resources, and that high quality and safe outcomes are achieved for patients.
- Develop influential and functional relationships with Heads of Department and other Clinical Stream leads in order to ensure that processes, strategies, initiatives and reporting tools are developed and maintained in alignment with key strategic priorities and business plans.
- Provide leadership and governance to all facilities and services in relation to clinical stream activity to ensure the effective provision and delivery of services, to optimise service delivery, minimise costs and ensure compliance with relevant requirements.
- Lead, direct and oversee the clinical stream across the organisation, including establishing staffing structures and developing close relationships with facilities and services to progress and monitor significant initiatives and projects, and to support routine business processes including accreditation or audit activity.

- Role model transformational leadership supporting professional development and mentoring staff.
- Co-manage the departments and services within the clinical stream and participate in activities designed to improve efficient and effective teams, clinical outcomes, and a safe working environment within these services.
- Ensure the strategic direction of the clinical stream works to unify the organisation, provides a shared vision, and is in line with the broader SCHN and NSW Health strategic directions, while maintaining the engagement of external clinician and stakeholder groups.
- Establishing targets to optimise workforce planning and performance management within the clinical stream.
- Effectively managing infrastructure and budgetary resources, and participate in budget and other financial planning processes across the Clinical Stream. This includes collaborating with Heads of Department and stakeholders to develop business cases and make recommendations about current and potential services across the Clinical Stream, and align with the integrated Model of Care pathways.
- Develop and implement an operational plan consistent with budget allocation for services that includes consideration of our patients, our staff, the financial impact and available resources in consultation with Site Leadership.
- Manage departmental service delivery issues and problem solve as required.
- Proactively manage and mitigate risk at the local level wherever possible, and escalate organisational risks as required.
- Support and collaborate with stakeholders to provide high quality research within the clinical stream whilst supporting the vision for research activities and enhancing the research reputation for the SCHN.
- Drive and promote learning programs that support principles of practice management and other relevant skills of clinicians.
- Facilitate, lead, mentor and coach direct reports and other staff within the Clinical Stream, providing excellence in the modelling and application of SCHN leadership values.
- Ensure appropriate governance activities are carried out and in compliance with clinical and corporate governance requirements within the Clinical Stream and to improve quality, safety, effectiveness and efficiency.
- Ensure mandatory training compliance within the clinical stream across the Network.
- Manage an annual review of departmental services as part of the operational planning for the stream.
- Represent the Hospital and Network on matters relevant to the clinical stream or as requested by the Executive Director Clinical Operations.
- Participate in clinical, research and organisational committees as required and/or determined by the Executive Director Clinical Operations.
- Assist in various administrative and managerial duties as determined by the Executive Director Clinical Operations including working with the site leadership team and other clinical streams as required.
- Relieve and/or support fellow Clinical Stream Directors as required.

Key challenges

- Supporting the direction and outcomes of the clinical stream across sites and disciplines within a matrix management framework.
- Ensuring collaboration across sites and all clinical streams within a matrix management framework.

Key relationships

Who	Why
Internal	
Stream Leadership Team and Site Leadership Team	Maintaining collaborative relationships: consult and negotiate on key matters. Working together to achieve KPIs and meet Operational planning and service delivery requirements for/within the stream.

Who	Why
Executive Team	Work collaboratively on Network plans and approaches for service delivery. Report on hospital performance levels and provide information regarding any key developments or issues.
Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters.
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups	Build and maintain effective and consultative working relationships and partnerships. Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities.
Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian and Other Government Accountability Agencies	As required to meet statutory accountability requirements and ensure sound governance of the hospital.
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about SCHN to the public.
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital.

Selection Criteria

1. Relevant tertiary and/or post graduate management qualifications with extensive experience in managing clinical services.
2. Proven leadership experience within a diverse range of clinical and non-clinical environments including development and implementation of operational management and service delivery structures that support the provision of effective and efficient services.
3. Excellent interpersonal and people management skills and the ability to build, develop and maintain strong working relationships.
4. Extensive management skills and experience, including project and change management with the ability to negotiate resources and develop and implement strategic and operational plans.
5. Demonstrated excellence in clinical operations management including strategic/business planning, workforce strategy, service design, policy development, people and financial management, integration and evaluation skills to ensure available resources are used effectively.
6. Demonstrated ability to provide strategic and operational leadership with time-management, prioritisation, and problem-solving skills in a fast paced clinical service environment.
7. Excellent negotiation, decision making and influencing skills including the ability to interact constructively and collaboratively with a diverse range of stakeholders throughout all organisational levels.
8. Demonstrated experience in, leading, initiating, mentoring, completing and presenting quality improvement activities, research and service evaluation process.

Role dimensions

Reporting line

The position is a key member of the Stream Leadership team reporting directly to the Executive Director Clinical Operations with joint accountability and decision making for the stream, with governance of operational issues and a reporting line to the site Director of Clinical Operations.

Direct reports

Direct reports for nursing positions that do not fall within the site Wards and all site allied health and administrative staff. With a total FTE for the clinical stream [to be included].

Budget/Expenditure

The clinical stream budget is [to be included].

Essential requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of SCHN, and in line with the NSW Health Code of Conduct.

Tertiary qualifications in a health related field or current authority to practice as a registered nurse with the Australian Health Practitioner regulation Agency (AHPRA), and extensive experience in leadership and management within a health care setting at senior management level.

Clinical Stream Medical Director

Cluster	NSW Health
Agency	Sydney Children's Hospitals Network
Division/Branch/Unit	
Location	Randwick and Westmead
Classification/Grade/Band	Staff Specialist plus Managerial Allowance Level 2 or VMO (equivalent) Temporary part-time 0.5 FTE
Role Number	XX
Date of Approval	XX
Agency Website	www.schn.health.nsw.gov.au

Primary purpose of the role

The Clinical Stream Medical Director is a senior leader within the Sydney Children's Hospitals Network (SCHN). The Clinical Stream Medical Director – [insert stream] will work collaboratively with the Clinical Stream Director – [insert stream] as part of the Stream Leadership Team responsible for:

- Strategy – workforce strategy and service development
- Governance – clinical policy development and review for the services provided and models of care
- People management – staff within the clinical stream in the departments that do not fall into business units, site wards and site allied health departments Performance – support services and departments across the Clinical Stream to meet financial targets and key performance indicators
- Monitoring and review of quality outcomes
- Process and system improvement – supporting innovation and excellence in the delivery of high quality care for children, young people and their families

The Stream Leadership Team will report directly to the Executive Director Clinical Operations and have joint accountability and decision making for the stream, with a reporting line to the site Director Clinical Operations for governance of operational issues at the relevant site.

Key accountabilities

- Provide a strong strategic vision for the clinical stream and maintain a continuous planning process.
- Provide leadership in developing and implementing clinical service and business planning, ensuring the clinical stream workforce strategy and service development is aligned to the organisational strategy and future service needs.
- Role model transformational leadership supporting professional development and mentoring staff.
- Lead a high performing multi-disciplinary team to ensure the provision of efficient, reliable, responsive and patient-focused services across the Network.
- Contribute to the negotiation of governance arrangements ensuring relationships are maximised, efficient and effective use of Network resources, and that high quality and safe outcomes are achieved for patients.
- Develop influential and functional relationships with Heads of Department and other Clinical Stream leads in order to ensure that processes, strategies, initiatives and reporting tools are developed and maintained in alignment with key strategic priorities and business plans.

- Provide leadership and governance to all facilities and services in relation to Clinical Stream activity to ensure the effective provision and delivery of services, to optimise service delivery, minimise costs and ensure compliance with relevant requirements.
- Lead, direct and oversee the Clinical stream across the organisation, including establishing staffing structures and developing close relationships with facilities and services to progress and monitor significant initiatives and projects, and to support routine business processes including accreditation or audit activity.
- Role model transformational leadership supporting professional development and mentoring staff.
- Co-manage the departments and services within the clinical stream and participate in activities designed to improve efficient and effective teams, clinical outcomes, and a safe working environment within these services.
- Ensure the strategic direction of the clinical stream works to unify the organisation, provides a shared vision, and is in line with the broader SCHN and NSW Health strategic directions, while maintaining the engagement of external clinician and stakeholder groups.
- Establishing targets to optimise workforce planning and performance management within the clinical stream.
- Effectively managing infrastructure and budgetary resources, and participate in budget and other financial planning processes across the Clinical Stream. This includes collaborating with Heads of Department and stakeholders to develop business cases and make recommendations about current and potential services across the Clinical Stream, and align with the integrated Model of Care pathways.
- Develop and implement an operational plan consistent with budget allocation for services that includes consideration of our patients, our staff, the financial impact and available resources in consultation with Site Leadership.
- Manage departmental service delivery issues and problem solve as required
- Proactively manage and mitigate risk at the local level wherever possible, and escalate organisational risks as required.
- Support and collaborate with stakeholders to provide high quality research within the clinical stream whilst supporting the vision for research activities and enhancing the research reputation for the SCHN.
- Drive and promote learning programs that support principles of practice management and other relevant skills of clinicians.
- Facilitate, lead, mentor and coach direct reports and other staff within the Clinical Stream, providing excellence in the modelling and application of SCHN leadership values.
- Ensure appropriate governance activities are carried out and in compliance with clinical and corporate governance requirements within the Clinical Stream and to improve quality, safety, effectiveness and efficiency.
- Ensure mandatory training compliance within the clinical stream across the Network.
- Manage an annual review of departmental services as part of the operational planning for the stream.
- Represent the Hospital and Network on matters relevant to the clinical stream or as requested by the Executive Director Clinical Operations.
- Participate in clinical, research and organisational committees as required and/or determined by the Executive Director Clinical Operations.
- Assist in various administrative and managerial duties as determined by the Executive Director Clinical Operations including working with the site leadership team and other clinical streams as required.
- Relieve and/or support fellow Clinical Stream Directors as required.

Key challenges

- Supporting the direction and outcomes of the clinical stream across sites and disciplines within a matrix management framework.
- Ensuring collaboration across sites and all clinical streams within a matrix management framework.

Key relationships

Who	Why
Internal	
Stream Leadership Team and Site Leadership Team	Maintaining collaborative relationships: consult and negotiate on key matters. Working together to achieve KPIs and meet Operational planning and service delivery requirements for/within the stream.
Executive Team	Work collaboratively on Network plans and approaches for service delivery. Report on hospital performance levels and provide information regarding any key developments or issues.
Business Unit Leads, Heads of Department, clinicians and staff	Maintain collaborative relationships: provide advice and reporting: consult and negotiate on key matters.
External	
Key stakeholders – Ministry of Health, Commonwealth/State/Local Government Departments and Agencies, NGOs, NSW Health Pillar Organisations, Community Groups	Build and maintain effective and consultative working relationships and partnerships. Work co-operatively with these agencies/partners to ensure mutual support for service improvement, innovation and activities.
<i>Health Care Complaints Commission, Ombudsman, Office of the Children's Guardian and Other Government Accountability Agencies</i>	As required to meet statutory accountability requirements and ensure sound governance of the hospital.
Local community organisations and stakeholders	Ensure regular, effective consultation and input into hospital planning, decision-making and dissemination of information about SCHN to the public.
Employee/Employer Organisations, including the medical, nursing and midwifery and allied health workforce	Maintain effective communication and ensure industrial harmony amongst the numerous employee and contractor groups within the hospital.

Selection Criteria

1. Eligible for registration with the Medical Board of Australia as a Staff Specialist and/or overseas pathway.
2. Proven leadership experience within a diverse range of clinical and non-clinical environments including development and implementation of operational management and service delivery structures that support the provision of effective and efficient services.
3. Excellent interpersonal and people management skills and the ability to build, develop and maintain strong working relationships.
4. Extensive management skills and experience, including project and change management with the ability to negotiate resources and develop and implement strategic and operational plans.
5. Demonstrated excellence in clinical operations management including strategic/business planning, workforce strategy, service design, policy development, people and financial management, integration and evaluation skills to ensure available resources are used effectively.
6. Demonstrated ability to provide strategic and operational leadership with time-management, prioritisation, and problem-solving skills in a fast paced clinical service environment.
7. Excellent negotiation, decision making and influencing skills including the ability to interact constructively and collaboratively with a diverse range of stakeholders throughout all organisational levels.

8. Demonstrated experience in, leading, initiating, mentoring, completing and presenting quality improvement activities, research and service evaluation process.

Role dimensions

Reporting line

The position is a key member of the Stream Leadership team reporting directly to the Executive Director Clinical Operations with joint accountability and decision making for the stream, with governance of operational issues and a reporting line to the site Director of Clinical Operations.

Direct reports

Direct reports include medical Heads of Department. With a total FTE for the clinical stream [to be included].

Budget/Expenditure

The clinical stream budget is [to be included].

Standard Requirements – applicable to all roles

COVID-19 Vaccination Compliancy

All NSW Health workers are required to have completed a primary course of a COVID-19 vaccine which has been approved or recognised by the Therapeutics Goods Administration (TGA). Additionally, Category A workers are required to receive a booster dose three months after completing the primary course of COVID-19 vaccinations. New applicants must have completed the vaccination course prior to commencement with NSW Health, or provide an approved medical contraindication certificate (IM011 immunisation medical exemption form) certifying the worker cannot have any approved COVID-19 vaccines available in NSW.

Acceptable proof of vaccination is the Australian Immunisation Register (AIR) Immunisation History Statement or AIR COVID-19 Digital Certificate. Booster doses are highly recommended for all health care workers who have completed the primary course of COVID-19 vaccinations. For Category A applicants, if dose 3 is not yet due they can sign the undertaking form to confirm they will receive the vaccine within 6 weeks of the dose due date.

Respirator Use

NSW Health workers may be required to use a respirator, as part of their appointment with NSW Health. Where a respirator is required for use, workers will be instructed in their safe use; including donning, doffing and fit checking. Staff may be required to complete fit testing to selected respirator/s to assess their facial fit/seal.

At all times when a health worker is required to use a respirator, the health worker must not have any facial hair present. Processes are in place to support workers that need to keep facial hair due to religious observance requirements and/ or health conditions.

Essential requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of SCHN, and in line with the NSW Health Code of Conduct.

Vaccination Category: A -

WWCC: Yes

Work Health and Safety

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.