



Role Title:	Chief Operating Officer
Classification Code:	SAES Level 1
Directorate:	Executive
Department / Section / Unit / Ward:	Operations
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.

 <b>Compassion</b>	 <b>Respect</b>	 <b>Equity</b>	 <b>Accountability</b>	 <b>Together for Excellence</b>
<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>	<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>	<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>	<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>	<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>

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 Chief Operating Officer (COO) 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 operational performance and clinical service delivery across the network. The COO leads a high-performing team with responsibility for ensuring that services deliver integrated, consumer-centered care in alignment with the Network's strategic goals.

Focused on driving cohesive leadership and upholding high standards in both corporate and clinical governance, the COO fosters a culture of quality, accountability, and innovation. This role involves service planning and commissioning efforts to improve healthcare access, care integration, and quality outcomes for women, children, and their families. The COO ensures efficient resource management, capacity planning, and high standards of performance.

The COO also represents the network in state-wide forums, contributing to policy development and reform efforts that advance public health priorities and advocate for enhanced women's and children's healthcare services. A collaborative and visionary leader, the COO plays a critical role in creating a responsive, equitable healthcare environment that meets the complex needs of the community.

## Direct Reports

The direct reports to the COO are:

- Advanced Divisional Nursing Directors – Paediatric Medicine and Surgical Services
- Advanced Divisional Midwifery and Nursing Director, WABS
- Nursing Director, Network Operations Centre
- Director, Strategic Mental Health Operations
- Statewide Clinical Support Services

## Key Challenges

- Lead transformative changes to service planning, delivery, and review processes to improve the long-term health and well-being of South Australia's babies, children, young people, and women. This will require the COO to embrace new and disruptive approaches to innovation and continuous improvement.
- Refine and develop models of care, governance structures, and a supportive culture to deliver high standards of safe, quality care. The COO must balance competing priorities, drive innovation, and identify efficiencies to optimise resource use while delivering within budgetary constraints.
- Enable and prioritise investments in innovative practices and research to increase the Network's capacity and enhance service performance, ensuring sustainable, cutting-edge care.
- Improve integration across the care continuum by enhancing outpatient access, patient flow, and addressing avoidable admissions and length of stay. Leadership is required to connect health informatics with improvement priorities and performance monitoring.
- Ensure continuous, evidence-based adherence to the National Standards for Safety and Quality, maintaining accreditation and embedding these standards throughout all clinical services.
- Drive the execution of WCHN's Strategy 2026 & Beyond, ensuring planning outcomes are aligned with the evolving needs of the community and delivering effective, responsive services.
- Strengthen staff alignment with the Network's vision and enhance communication quality and change participation through visible leadership and engagement strategies to improve workforce satisfaction and connectedness.

- Champion initiatives to close the health outcome gap for Aboriginal infants, children, and women, addressing social determinants of health and ensuring robust support for child protection and women’s safety.
- Support a culture of research and education by collaborating with clinicians and academic partners to identify research priorities that drive quality care and support translational practice.

**Accountabilities (Outcome-Focused: Emphasises what the individual is responsible for achieving, not just the tasks they perform)**

<p><b>Strategy</b></p>	<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 continuous improvement.</li> <li>• Consistently review and adjust annual business goals set under the 2026 framework to ensure they remain relevant and aligned with current objectives.</li> <li>• Ensure effective financial management practices to maximise efficiencies and enhance service provisions.</li> <li>• Make strategic decisions in accordance with WCHN Values, promoting a consistent organisational culture.</li> <li>• Develop, implement, and regularly review policies, practices and procedures to support Network goals.</li> <li>• Offer informed perspectives and innovative solutions to shape WCHN strategy.</li> </ul>
<p><b>Leadership</b></p>	<ul style="list-style-type: none"> <li>• Provide executive level support in developing the Network’s vision and strategic direction, ensuring alignment with the SA Health and Wellbeing Strategy and Government policy.</li> <li>• Lead the development, implementation, and continuous review of Network wide strategies to foster a culture of continuous improvement and excellence.</li> <li>• Promote effective financial management practices to maximise efficiency and enhance service delivery across the Network.</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>• Translating strategic objectives into actionable plans and empowering teams to achieve measurable results.</li> <li>• Lead strategies to reconcile priority needs against available resources and opportunities.</li> <li>• Identify innovative approaches to the planning and provision of health services and the achievement of population health outcomes.</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> </ul>

	<ul style="list-style-type: none"> <li>Accountable for driving the strategic direction, operational excellence and impactful outcomes of the COO portfolio.</li> </ul>
<b>Planning, delivery, and transformation of health services.</b>	<ul style="list-style-type: none"> <li>Role model the highest standard of ethical behaviour and conduct at all times.</li> <li>Articulate a clear vision and direction for service delivery in alignment with National and State plans, policy, standards and legislation.</li> <li>Lead service planning, co-ordination, development and delivery to fulfil the requirements of the Service Agreement, and state-wide policy and plans.</li> <li>Establish quality systems which ensure that care is contemporary, integrated, safe and evidence based.</li> <li>Introduce a strong and balanced framework for performance accountability.</li> <li>Establish and maintain mechanisms to monitor the implementation of strategies and report on the achievement of objectives.</li> <li>Ensure effective team cohesion, goal orientation, co-ordination of effort and resolution of complex team issues.</li> <li>Contribute to the identification of research and education priorities and foster innovation across services.</li> <li>Take a lead role in the development of state-wide health strategy and policy for babies, children and women, and contribution to National policy landscape.</li> </ul>
<b>Service Development</b>	<ul style="list-style-type: none"> <li>Identify population health needs, align service delivery and resourcing of clinical services.</li> <li>Accountable for operational oversight to ensure the delivery of safe, high quality, patient centred care outcomes.</li> <li>Implement predictive analytics and capacity management across acute and community-based services so that services are planned and responsive to current and future need.</li> <li>Develop and lead strategies to deliver the business and clinical outcomes arising from the Government's health agenda.</li> <li>Develop and oversee the WCHN Capacity Management Plan for WCH.</li> <li>Use innovative thinking to identify opportunities for improvement, growth, and competitive advantage.</li> </ul>
<b>Governance &amp; Quality Assurance</b>	<ul style="list-style-type: none"> <li>Lead a high performing leadership team focussed on the highest standard of patient centred care and supported by strong clinical and corporate governance.</li> <li>Lead the development of Divisional Operational Plans on an annual basis, ensuring they align with relevant Network, State and National Plans, and articulate priorities, actions and accountabilities.</li> <li>Contribute to and lead the translation of the WCHN Safety and Quality Plan into practice, so that services meet National Standard requirements and all other accreditation and statutory requirements.</li> <li>Lead robust management systems and practices to deliver strong operational performance across complex, inter-connected services.</li> <li>Establish effective systems to plan, monitor and report on performance, pro-actively treat risks, and evaluate performance improvement initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that current and evidence-based policies, practices, and protocols to support quality performance are consistently adopted across the service.</li> <li>• Action strategies to ensure Service KPIs are defined, communicated, and achieved, including measures for service performance and outcomes, inclusive of consumer and carer experience.</li> <li>• Action benchmarking to identify peer variation and opportunities for learning and improvement.</li> <li>• Ensure effective contractual arrangements with service providers and negotiate and monitor relevant agreements as required.</li> <li>• Ensure the existence of risk management strategies by encouraging the systematic identification, assessment, and treatment of risks.</li> <li>• Adopt pro-active initiatives to ensure the appropriate and efficient use of resources across the service, including audit measures.</li> <li>• Quality assure all submissions and documents related to the activities of WCHN.</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 Service priorities.</li> <li>• Lead implementation of strategies to develop and sustain a highly skilled, engaged and flexible workforce.</li> <li>• Plan and manage plant, equipment and physical infrastructure.</li> <li>• Plan, develop and implement service budgets, priorities and efficiency strategies to achieve a balanced financial position.</li> <li>• Sponsor the identification and transformation of continuous improvement opportunities.</li> <li>• Review resource allocation; introduce workload management and other management approaches to deliver cost-effective services.</li> <li>• Provide quality, timely reporting to the CEO regarding service performance, planned initiatives, risks and controls.</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> <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 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 healthcare, fostering innovation and evidence-based decision-making.</li> </ul>

## Key Relationships & Interactions

### Internal

The position will have a close working relationship with all members of the Executive and 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 COO 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 COO will establish and sustain positive partnerships within the LHN and across the Health System to optimise health outcomes across the State, and work with a range of senior officers throughout the SA Health Portfolio, and other relevant Government and community managed agencies and partners in health.

## **Role Specific Competencies**

- Strong leadership skills and ability to motivate and inspire others to work together as a team.
- A track record to turn around performance, preferably within the health industry. Working closely with senior Clinicians and non-clinical staff is essential.
- Ability to plan, lead, implement, evaluate, and manage multiple complex objectives within the framework of the Department of Health and Wellbeing objectives.
- Capacity to drive and implement change and significantly contribute to change processes applying sound analytical skills and strategic thinking ability.
- Ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes at senior levels of government and private industry.
- Experience in the effective development, implementation and management of a large complex organisational budget. You will also have a successful record of identifying business requirements and developing appropriate remedial strategies and change specifications to reengineer business processes and systems.
- Significant evidence of leadership and people management skills and operational and financial management skills suitable in a health industry.
- Demonstrated knowledge of public health system operations, particularly as they relate to acute and primary health care services across the continuum of care.
- An understanding of the emerging directions within health services, nationally and internationally.
- Knowledge of the political and socio-economic factors that impact on health services.
- Knowledge spirit and principles of the Premier's Safety Commitment and the legislative requirements of the Occupational Health Safety and Welfare Act, utilising AS/NZ 4360 Risk Management or to an equivalent set of standards.
- Demonstrated knowledge of the National and State directions in relation to quality and safety.

### Essential Role Requirements

- Relevant tertiary qualification/s and/or relevant experience in a health industry.
- Proven ability to apply clinical expertise to strategic decision-making, service delivery innovation, and quality improvement initiatives is essential.
- Five or more years of experience in executive leadership roles.
- Solid understanding of advanced business planning and regulatory issues.
- Excellent leadership skills with steadfast resolve and integrity.

### 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, Country Health SA Local Health Network 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

