

# Role Description

## Director, Patient Safety



Cluster	NSW Health
Public Health Organisation	Clinical Excellence Commission
Division/Branch/Unit	Patient Safety
Location	Sydney
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Policy
Kind of Employment	Ongoing
Role Number	TBC
ANZSCO Code	132411
PCAT Code	2331312
Date of Approval	February 2018
Agency Website	<a href="http://www.cec.health.nsw.gov.au">www.cec.health.nsw.gov.au</a>

### Agency Overview

For more information go to [www.cec.health.nsw.gov.au](http://www.cec.health.nsw.gov.au) and [www.health.nsw.gov.au](http://www.health.nsw.gov.au).

### Primary purpose of the role

This position provides system wide clinical governance leadership and is responsible for leading, planning and managing the NSW Patient Safety Program, and ensures the Clinical Excellence Commission (CEC) and the Ministry of Health meets its statutory responsibilities relating to clinical incident management and review. The role provide's high level expert advice to the Ministry of Health and direction to Local Health Districts on critical incident management and influences the development of clinical frameworks, clinical governance support programs and other systems to improve the safety and quality of healthcare within NSW Health.

The role of Director of Patient Safety is the pivotal reference point for all NSW patient safety and critical incidents matters and a key driver of patient safety initiatives that mitigate patient risk and impact system wide improvements through delivering integrated and coherent statewide strategic patient safety programs in conjunction with Local Health Districts and Specialty Health networks. The role provides assurance to the public on the quality and safety of healthcare across NSW.

As a senior executive within the CEC, the incumbent will provide clinical and executive advice to the Chief Executive and Executive Management Group at the CEC to identify emerging risks, state-wide improvement priorities, and effectively lead, manage and develop staff within the Patient Safety directorate.

### Key accountabilities

- Develop and maintain strong partnership with the Ministry of Health Systems Purchasing and Performance Division to provide high level clinical advice to support identification and management of

significant clinical risks including advising and directing Local Health Districts to ensure immediate actions to mitigate risk are being implemented and monitored.

- Provide high level strategic support for the NSW Health Clinical Risk Action Group, ensuring high level system risks are identified and managed, and reported to the Secretary of Health.
- Provide health organisations with access to expert consultation, advice, support services as required, including leading high level reviews and critical analysis of reviews of clinical services in Local Health Districts and the production of reports for Chief Executives and the Ministry of Health.
- Lead the establishment of multi-disciplinary and cross agency project teams as required, to implement system wide patient safety programs, including the identification of resource dependencies, and evaluation frameworks to meet performance expectations to deliver high quality outcomes and meet agreed performance targets.
- Lead and manage the collection, classification and analysis of statewide clinical incident data and the critical response processes for statewide Safety Alerts, Safety Notices and Product recalls.
- Represent the CEC Chief Executive at statewide and national committee's.
- Develop and champion the CECs strategic objectives and annual work plans linking to NSW Health performance agreement and statewide patient safety and quality direction.

## Key challenges

- Provide direction to Chief Executives and Senior Executives of Local Health Districts being cognisant of local context.
- Anticipating, identifying, responding to, and mitigating against emerging clinical safety risks and ensuring effective implementation of patient safety systems across NSW.
- Providing agile, high level, strategic, oversight and advice for the management of critical incidents including Ministerial briefings, advising Ministry of Health and Chief Executives on actions required, and undertaking a key role in media liaison and management.
- Ensuring lessons learned from patient safety events are broadly communicated and promptly acted upon across NSW Health in order to support clinicians and managers in the delivery of safe and reliable health services whilst maintaining public confidence and clinician engagement.

## Key relationships

Who	Why
<b>Ministerial</b>	
Stakeholders	<ul style="list-style-type: none"> <li>• Foster effective proactive relationships in particular community and/or industry groups for whom policy implementation impacts are most critical</li> <li>• Engage with key stakeholders including professional organisations, academic institutions, peak industry or community bodies and NSW Pillar Agencies to inform implementation strategies and planning, and optimise engagement, consultation, negotiation and facilitation of policy implementation, evaluation and response</li> <li>• Develop and maintain strong and effective stakeholder consultative relationships and networks and advocate in patient safety and clinical quality matters in patient safety and clinical quality matters</li> </ul>
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Provide expert advice and contribute to decision making</li> <li>• Escalate sensitive issues and provide solutions</li> <li>• Report on progress towards business objectives and discuss future directions</li> </ul>
Executive	<ul style="list-style-type: none"> <li>• Provide expert strategic advice on policy program implementation and evaluation to support organisational decisions and initiatives</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Support professional development priorities and mobility of professional staff across the sector more generally to build and strengthen policy program capability</li> </ul>
Project Teams	<ul style="list-style-type: none"> <li>Provide expert program implementation advice to impact decisions, support initiatives, identify implementation risks or barriers and incorporate feedback into the program development process</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>Lead, guide and support</li> <li>Set performance expectations and manage performance and development</li> </ul>
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>Establish professional networks and relationships to maintain currency of issues, share ideas and learning, and collaborate on common responses to emerging and/or developing issues</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>Foster effective proactive relationships in particular community and/or industry groups for whom policy implementation impacts are most critical</li> <li>Engage with key stakeholders including professional organisations, academic institutions, peak industry or community bodies, LHDs, and NSW Pillar Agencies to inform implementation strategies and planning, and optimise engagement, consultation, negotiation and facilitation of policy implementation, evaluation and response</li> </ul>

## Role dimensions

### Decision making

- Provide prompt expert advice to Chief Executives and Deputy Secretaries on critical incident management, emerging risks and urgent inquiries through drawing on relevant qualifications, knowledge and experience in safety and quality, through exposure to relevant data and evidence.
- Participate in daily huddles with Mental Health and System management Branches to review Reportable Incidents and assess clinical, systemic and reputational risk on an active basis.
- Maintain collaborative relationships, support and/or represent the CEC Chief Executive in activities; and provide strategic expert advice on patient safety to the Deputy Secretary, System Purchasing and Performance and the Secretary NSW Health, including the garnering of key information to lead the development of detailed analyses.
- Make prompt operational decisions required to support the development, review and dissemination of key deliverables to LHDs, the MoH and Pillar agencies and meet required timeframes.
- Be individually accountable for the reports, analysis, briefings and other forms of written advice prepared for the LHDs, Ministry, Government, state Coroner, and NSW Ombudsman, with minimal input required.
- Exercise judgment and leadership on decisions that may substantially alter the outcomes or timeframe of a project or any related major policy issue or conflicts arising in the course of the project or other duties.
- Through the analysis of reports and incidents, identify emerging risks and clinical issues and decide on the key issues and the communication strategy required to inform the broader clinical community in order to mitigate risk

## Reporting line

Chief Executive, Clinical Excellence Commission

## Direct reports

Approx. 20FTE

## Budget/Expenditure

Approx. \$4M

## Essential requirements

- Registered medical practitioner qualified or registrable as a Specialist under the Staff Specialists (State) Award, OR equivalent qualification as a registered health professional.
- Extensive clinical governance experience and extensive senior knowledge of patient safety and clinical risk management, evidence based practice, health care quality, health service evaluation, health care funding and resource allocation, including clinical systems and health services.
- Extensive experience of providing system level clinical governance leadership.






## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	Highly Advanced
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Adept
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

### Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioral indicators provide examples of the types of behaviors that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Maintain a high level of personal motivation</li> <li>Take the initiative and act in a decisive way</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> </ul>

		<ul style="list-style-type: none"> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government</li> <li>• Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>• Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>• Determine and communicate the organisation's position and bargaining strategy</li> <li>• Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>• Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>• Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input of others</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to</li> </ul>

		<ul style="list-style-type: none"> <li>contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> <li>Coach and mentor staff and encourage professional development and continuous learning</li> <li>Provide timely, constructive and objective feedback to staff</li> <li>Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>