ROLE DESCRIPTION

Role Title: Director of Social Work
Classification Code:
LHN/ HN/ SAAS/ DHA: CALHN
Hospital/ Service/ Cluster Division: Allied Health
Department/Section / Unit/ Ward: Social Work
Role reports to: 
Role Created/ Reviewed Date: November 2013

Role Context

Primary Objective(s) of role:
Provide strategic direction and/or professional leadership of an integrated Social Work service across Central Adelaide Local Health Network’s (CALHN’s) full range of acute, subacute, ambulatory, primary, palliative care and mental health services and ensure a seamless & appropriate transition between programs & services and effective engagement with community agencies/programs.

Plan, initiate, manage, and evaluate CALHN Social Work services - including governance, education, research, professional development - to enable high quality, safe, and effective services and strategies to meet the health needs of the CALHN adult population.

Provide strategic and high level advice to identify and address workforce issues and trends and inform service development and clinical practice consistent with CALHN’s strategic directions.

Collaborate and partner with the AH Directors, Clinical Directorates and other relevant stakeholders to promote and develop patient-centred, flexible, responsive services and innovative practice within Social Work and Allied Health across the Network, SA Health and associated national and international forums.

Direct Reports:
The Director of Social Work is:
• accountable to the Executive Director of Allied Health
• responsible for line management of Social Work Managers
• the representative for Social Work at Allied Health Executive, Allied Health Clinical Cabinet and Central Adelaide senior management committees

Key Relationships/ Interactions:
The Director of Social Work has close working relationships with:
• other Central Adelaide Allied Health Discipline Directors
  o senior allied health staff
  o Directors of Nursing & Midwifery and Medical Services
  o Clinical, program/service directors
  o Mental Health Directorate
  o Business Partners for Finance and Human Resources
### Challenges associated with Role:

Major challenges currently associated with the role include:

- Ensuring delivery of high quality, safe services across multiple sites
- Delivering connection between allied health directorate and clinical directorates to support service integration
- Supporting and integrating differing organisational cultures across Central Adelaide
### Delegations:

| TBC |

### 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:

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<tr>
<th>Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Policies and Procedures and legislative requirements including but not limited to:</th>
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<tbody>
<tr>
<td>- Work Health and Safety (WHS).</td>
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<tr>
<td>- Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).</td>
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<td>- Keeping Them Safe Legislation (inclusive of Mandatory Notifier).</td>
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<td>- Disability Discrimination.</td>
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<td>- Code of Fair Information Practice.</td>
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<td>- Relevant Australian Standards.</td>
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<td>- Duty to maintain confidentiality.</td>
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<td>- Smoke Free Workplace.</td>
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<td>- 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.</td>
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<td>- Applying the principles of the South Australian Government’s Risk Management Policy to work as appropriate.</td>
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### Special Conditions:

| Appointment is subject to a satisfactory Background Screening and National Criminal History Check obtained through the Screening and Licensing Unit, Department for Communities and Social Inclusion to be renewed every 3 years thereafter from date of issue. |
| 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. |
### Key Result Area and Responsibilities

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<tr>
<th>Key Result Areas</th>
<th>Major Responsibilities</th>
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<tr>
<td>Corporate Leadership</td>
<td>Contribute to the achievement of the CALHN vision, strategic directions and corporate priorities, consistent with the SA Health Care Plan and Government policy, by:</td>
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<td>• assisting the Chief Executive Officer, through the Executive Director Allied Health, with the development, articulation and implementation of CALHN’s strategic directions and development of strategies to improve the Network’s performance</td>
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<td>• representing CALHN at relevant forums and on appropriate working parties at State and National levels</td>
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<td>• reconciling priority needs against available resources and opportunities by ensuring the delivery of services within allocated resources</td>
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<td></td>
<td>• identifying and facilitating the development, implementation and evaluation of health reform projects aimed at enhancing existing models of care and, developing new models that support an integrated and connected health system</td>
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<td>• leading agreed portfolios of work relating to strategic objectives of CALHN</td>
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<td>Financial Management</td>
<td>Accountable for the effective management and allocation of finances for the Social Work services within a division by:</td>
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<td>• developing resource and budget allocation processes across the professions in line with CALHN resource and budget allocation processes and financial delegations</td>
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<td>Allied Health Strategic Leadership</td>
<td>The Director of Social Work will significantly contribute to CALHN and state-wide leadership for Social Work and allied health. This will be demonstrated specifically by:</td>
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<td>• providing expert leadership to advance the integration of Social Work and allied health services across primary, sub-acute and acute care</td>
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<td>• providing strategic leadership, advice and advocacy on Social Work issues to the Executive Director Allied health</td>
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<td>• supporting and assisting with strategies to drive the achievement of CALHN key performance indicators</td>
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<td>• leading on agreed areas of strategic allied health work at CALHN or state-wide levels, for example, allied health leadership, governance, workforce, education, innovation</td>
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<td>• identifying and promoting Social Work clinical leaders and best-practice service models in consultation with relevant stakeholders</td>
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<td>• providing support and leadership to Social Work leaders on management issues, planning and development of Social Work services</td>
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<td>• leading the reform of Social Work services and allied health workforce redesign in CALHN in line with state-wide plans and Federal drivers</td>
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<td>• actively engaging with Federal Health reform, its implications for health services and Social Work in particular, and interacting with relevant stakeholders e.g. Medicare Locals, Department for Health and Ageing, non-government organisations, Health Workforce Australia, national allied health forums</td>
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<td>• maintaining and contributing to knowledge of current and emerging Social Work and allied health issues at CALHN, State and National levels</td>
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<td>• preparing and/or contributing to relevant documentation including briefings, policy documents, and discussion papers for the CALHN</td>
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<td>and/or SA Health</td>
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| **Organisational and Service Development** | In collaboration with the other Discipline Directors of Allied Health, responsible for ensuring the ongoing development and integration of Social Work services in CALHN by:  
- determining strategic direction, operational standards and objectives for clinical services to ensure consistent, high quality delivery of care  
- leading effective implementation of policies and strategies to support the integration of services developing strategic frameworks for reviewing Social Work and allied health services and making recommendations on effective and efficient organisational structures for Social Work and allied health across CALHN  
- coordinating Social Work and allied health input into state-wide service initiatives across CALHN e.g. GP Plus Strategies  
- contributing to key state-wide allied health governance and planning functions which may include workforce planning, recruitment and retention, education and research, service development and change  
- participating in Clinical Networks where appropriate  
- supporting services with regional or state-wide focus to provide consultancy &/or training across LHN boundaries  
- fostering the continued growth of clinical education and research  
- developing effective relationships with clinicians, managers and support staff  
- ensuring culturally appropriate services for Aboriginal and Torres Strait Islander people and other culturally and linguistically diverse populations |
| **Health Service Management** | Responsible for the overall management of Social Work services across CALHN by:  
- building an effective team of Social Work managers and leads  
- ensuring effective delivery of Social Work services to clinical services through the delegated responsibility of allied health discipline managers/leads  
- promoting integration of Social Work services across the continuum of care through the implementation of evidence-based organisational structures  
- monitoring the activities of Social Work services to ensure compliance with all SA Health and CALHN policies and directives  
- exercising financial and human resource delegations within the guidelines from CALHN Strategic Executive  
- ensuring effective monitoring and reporting to comply with CALHN performance reporting requirements  
- undertaking regular performance reviews of professional discipline managers and leads to ensure delivery of agreed outcomes  
- monitoring and controlling the expenditure in compliance with CALHN budgeting and legal requirements  
- supporting and assisting with strategies to drive achievement of CALHN’s key financial performance indicators |
| **Safety, Quality and Risk Management** | Accountable for ensuring that Social Work practice across CALHN is delivered according to culturally appropriate, best practice models of care by:  
- advocating for, participating in and shaping patient and client centred clinical governance and quality improvement systems and activities within CALHN  
- Contributing to CALHN implementation of the national health reforms, |
including national health care quality standards, activity based funding and integration of care
• ensuring appropriate clinical governance frameworks for Social Work are in place including professional development, clinical supervision and performance review and development
• leading a culture of performance accountability, review and evaluation, team work, clinical supervision, collaboration, risk management, and continuous improvement for Social Work and throughout CALHN
• ensuring systems are in place to identify and implement evidence-based practice and service redesign
• ensuring systems are in place to initiate and monitor the National Safety and Quality Health Service (NSQHS) Standards for achieving and maintaining accreditation for Social Work across the LHN
• ensuring that systems and processes are in place for the appropriate credentialing of all Social Work staff across the service in line with SA Health policy
• ensuring compliance with all statutory requirements, Department for Health and Ageing, and CALHN policies and procedures
• leading the allied health continuous quality improvement program across Social Work
• ensuring that risk management programs and processes are implemented, monitored, reviewed and reported where appropriate
• contributing to monitoring, reviewing and evaluating compliance with standards of care, safety and quality performance, patient journey outcomes
• ensuring effective deployment of Social Work education and clinical resources to address future changes in service delivery through the implementation of the SA Health Care Plan, the Health Performance Agreement, the National Patient Safety Education Framework, and Health Workforce Australia programs.

| Workforce | Contribute to an evidence-based approach to the Social Work workforce planning, development and reform by:
• actively engaging with state-wide and national Social Work and allied health workforce planning initiatives e.g. National Allied Health Benchmarking Consortium, National Allied Health Advisory Committee, Health Workforce Australia
• actively engaging with current and future industrial processes to effectively negotiate and implement industrial awards and conditions e.g. Allied Health Peer Assessment Process, cross-LHN classification process, AHP+ Continuing Professional Development funding
• analysing current workforce profile, future needs and past trends to ensure sufficient numbers of appropriately trained Social Work staff to deliver and support allied health services, in liaison with tertiary education partners and state and Network-wide workforce planning processes
• ensuring effective solutions for recruitment, retention, education and training issues are identified and implemented
• implementing Social Work and allied health workforce initiatives across CALHN
• redesigning Social Work and allied health services across CALHN in line with state-wide service plans

Promote and implement a safe, productive, healthy work environment across CALHN by:
• promoting a work place free of harassment and discrimination
• enabling professional and personal development for all allied health staff |
- developing mechanisms for consultation and the development of positive relationships with employee representative groups
- adhering to the provisions of legislative requirements including (but not limited to) relevant Work Health and Safety and Equal Opportunity legislation

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<thead>
<tr>
<th>Advice and Consultancy</th>
<th>Provide high level, authoritative and discipline advice to the:</th>
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<td>- CALHN Executives through the Executive Director of Allied Health</td>
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<td>- CALHN Governing Council</td>
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<td>- Allied Health Clinical Cabinet</td>
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<td>- CALHN senior management committees</td>
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<td>- Chief Allied and Scientific Health Advisor, SA Health</td>
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<td>- Senior officers SA Health</td>
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<td>- Other departments as appropriate, e.g. Department for Education and Child Development</td>
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Provide authoritative and discipline consultancy across the state in relevant area of professional expertise.

Be actively engaged in the development of state-wide policy relevant to Social Work and allied health in collaboration with the Allied and Scientific Health Office, the Department for Health and Ageing, other Network allied health leaders and relevant stakeholders such as Universities, professional organisations and regulators.
Knowledge, Skills and Experience

ESSENTIAL MINIMUM REQUIREMENTS

Educational/Vocational Qualifications

- Appropriate qualification in Social Work from a recognised tertiary institution giving eligibility for membership with the relevant professional association.

Personal Abilities/Aptitudes/Skills:

- Strong leadership with a demonstrated ability to motivate and inspire others to work together as a team to achieve objectives.
- Proven ability to effectively liaise and collaborate at all levels within the health service.
- Demonstrated ability to analyse and conceptualise problems, formulate and execute appropriate solutions and negotiate successful outcomes.
- Ability to lead change and influence others in challenging and dynamic settings.
- Highly developed verbal and written communication skills.
- Ability to negotiate at senior levels of government and with non-government organisations and effectively operate in politically sensitive environments.
- Ability to be innovative and enterprising in relation to influencing and earning the trust and respect of relevant parties who possess a diverse range of values.

Experience

- Experience in leading and managing allied health staff in complex multi-disciplinary organisations in a climate of continuous change.
- Experience in increasing the effectiveness and accountability of a service, program or organisation.
- Experience in health service management of human, financial and material resources.
- Experience in public speaking to both large and small groups of people in a variety of settings.
- Experience in health policy, strategic planning and innovative program development at a senior level.
- Experience in the preparation of reports, policies and plans dealing with complex health service delivery issues.
- Experience in program evaluation and continuous improvement activities.
- Demonstrated recognition of single or multi-disciplinary expertise in state-wide or national arenas via representation, publication or presentation in relevant forums, journals or networks.

Knowledge

- A working knowledge of the SA Health Care Plan and its strategic priorities.
- Knowledge of the Australian Federal health system and emerging directions within health nationally, particularly as they relate to allied health.
- Thorough knowledge and understanding of the various allied health professional disciplines operating within SA Health.
- Demonstrated understanding of ways in which allied health professionals can contribute to the efficiency, effectiveness and safety of health services.
- A working knowledge of clinical governance and systems.
- Thorough understanding of current and emerging issues and priorities for the allied health workforce.
- A demonstrated awareness of the political and socio-economic sensitivities that impact the planning, development, funding, delivery and management of human services.
- Demonstrated understanding of indigenous issues and sensitivity to other cultures.
DESIRABLE CHARACTERISTICS

Educational/Vocational Qualifications

- A higher degree in a relevant area such as health service management, public health or equivalent experience (Australian Qualifications Framework Level 9)

Personal Abilities/Aptitudes/Skills:

- Demonstrated ability to lead or undertake research relevant to allied health practice.

Experience

- Experience of successful change management in a health setting.

Knowledge

- Knowledge of models of advanced and extended allied health roles.
- Working knowledge of integration of primary and acute health services and the development of a population based health systems.
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 Ageing and the Minister for Mental Health and Substance Abuse.

The legal entities include but are not limited to Department for Health and Ageing, 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.

Central Adelaide Local Health Network:
Central Adelaide LHN is responsible for promoting and improving the health of central metropolitan Adelaide and the broader community by providing integrated health care and hospital services.

Central Adelaide LHN brings together the hospitals of (Royal Adelaide Hospital [RAH] as a major tertiary facility, The Queen Elizabeth Hospital [TQEH] as a general hospital, and our rehabilitation hospitals Hampstead Rehabilitation Centre [HRC] and St Margaret’s Rehabilitation Hospital [SMRH]), and a significant number of mental health and primary health care services. Central Adelaide LHN also governs a number of statewide services including SA Dental Service, SA Prison Health Service, BreastScreen SA and DonateLife SA, and has financial administrative responsibility for Statewide Clinical Support Services incorporating SA Pathology, SA Medical Imaging and SA Pharmacy.

Allied Health Directorate
The Allied Health Directorate provides management and governance for allied health services across Central Adelaide LHN. Allied health professionals are a key part of the clinical team delivering a range of clinical, diagnostic and support services in hospital, ambulatory and community health settings. Allied health is a collective term for a number of professional groups each with distinct identities, educational pathways, professional registration or membership requirements.

The Allied Health Directorate consists of discipline based departments operating across Central Adelaide campuses, the Reform and Quality Unit as well as hosting a number of specialist functions such as the Aboriginal and Torres Strait Islander Liaison Unit, The Wellness Centre and Healthcare Chaplains.

At present allied health incorporates the following professions: Art Therapy, Audiology, Dietetics, Exercise Physiology, Music Therapy, Occupational Therapy, Orthotics & Prosthetics, Physiotherapy, Podiatry, Psychology, Social Work, Speech Pathology, allied health assistant and adjunct roles.
The Allied health Directorate also provides professional support for allied health staff and services governed by other parts of Central Adelaide and work closely with the Clinical Directorates across Central Adelaide.

The Allied Health Directorate administers approximately $30M and employs around 600 staff.

Social Work:

Social Work services in CALHN are a professional and academic discipline within the LHN with a range of broad and diverse roles. The services are integrated across acute, subacute, mental health and community settings, forming strong and supportive team.

Social Workers in CALHN work with individuals, families, groups and communities. Work focuses on improving an individual's wellbeing and identifying and addressing issues that may impact on this or looking at larger, systemic issues that relate to disadvantaged or vulnerable groups and communities.

Social Workers work across campuses and services in CALHN and undertake roles in case management, discharge planning, counselling, advocacy, community engagement, education and 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.

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.

Approvals

Role Description Approval

I acknowledge that the role I currently occupy has the delegated authority to authorise this document.

Name: ____________________________ Role Title: ____________________________
Signature: ____________________________ Date: ____________________________

Role 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.

Name: ____________________________ Signature: ____________________________
Date: ____________________________