



ADVANCING WOMEN IN MEDICAL LEADERSHIP

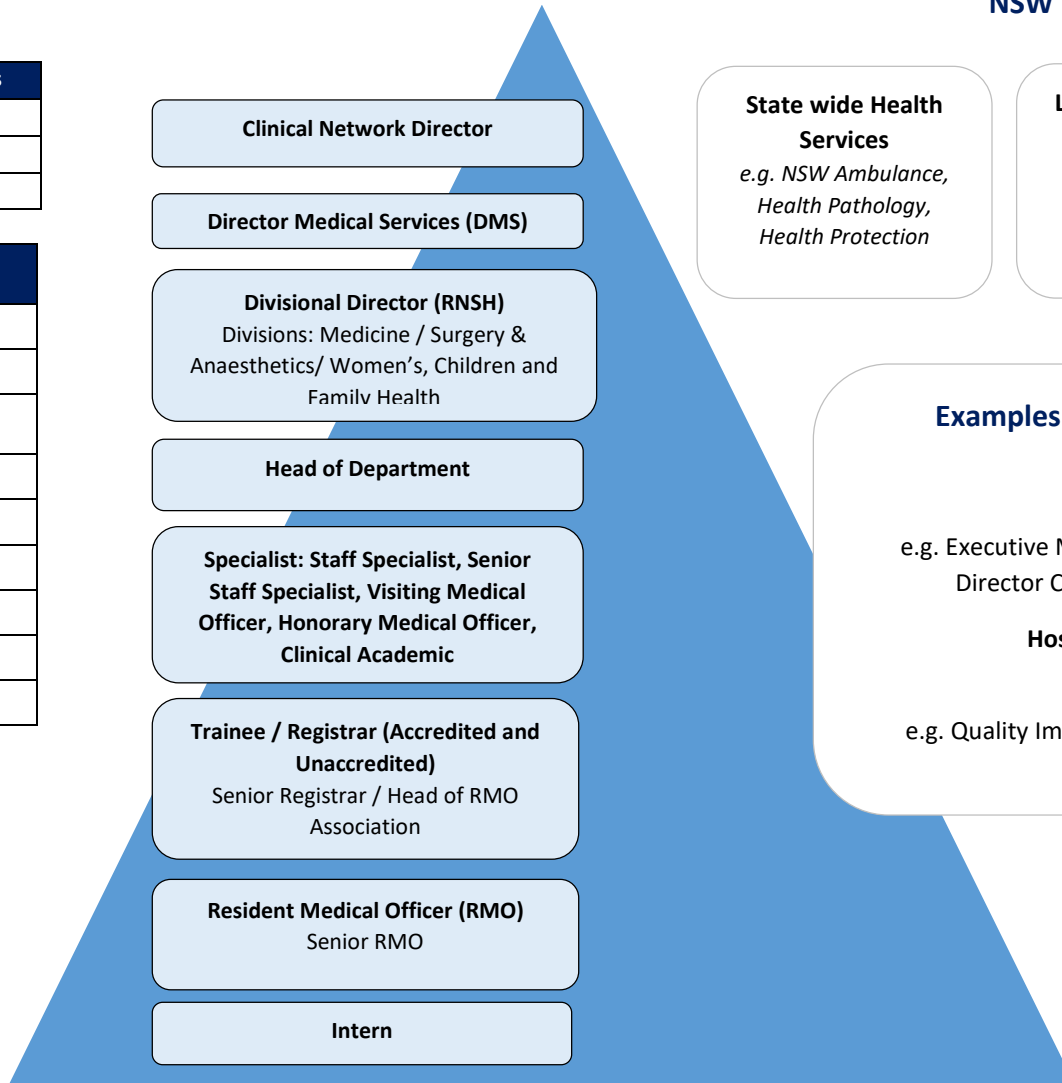
NORTHERN SYDNEY LOCAL HEALTH DISTRICT (NSLHD)

MEDICAL CAREER PIPELINE MAPPING: MEDICAL ROLES AND POSITIONS OF LEADERSHIP

Overview of the Medical Pipeline

Examples of Practicing Hospital Specialists
Head of Department
Divisional and Clinical Network Directors
Executive Medical Director

Additional Medical Leadership Roles and Locations
Committee Members and Chairs
JMO Manager / Supervisor
Director Prevocational Education and Training
Clinical Lead
Colleges and Professional Bodies
University
Teaching
Research
Medical Council



NSW Health: Services and Pillars

<p>State wide Health Services e.g. NSW Ambulance, Health Pathology, Health Protection</p>	<p>Local Health Districts and Specialty Networks e.g. NSLHD</p>	<p>Pillars Agency for Clinical Innovation, Bureau for Health Information, Clinical Excellence Commission, Health Education and Training Institute</p>
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Examples of Non-clinical Leadership Positions

- Chief Executive**
- NSLHD Executive Member**
e.g. Executive Medical Director, Executive Director Operations, Director Clinical Governance and Patient Experience
- Hospital or Service Executive Member**
- Manager**
e.g. Quality Improvement Manager, Project Manager, Service Development Manager

Junior Medical Officers

Classification	Overview
Intern	Conditional Registration in Year 1 after graduation (PGY 1) Training overseen by Director Prevocational Education and Training (DPET) Reports to: Junior Medical Officer (JMO) Manager
Resident Medical Officer (RMO)	General Registration (generally PGY 2 as Year 2) Training overseen by DPET Reports to: JMO Manager
Senior RMO	PGY 3 and above Reports to: Variable (e.g. JMO unit or Clinical Service)
Career Medical Officer	Level 1, 2 and Senior Professional Line: generally through clinical service (e.g. ED, Mental Health or MAU)
Registrar	Also termed Accredited or Unaccredited Trainee.
Unaccredited Trainee	Exclusively working within a specific specialty Professional Line: Clinical Service. May also work with a HETI Vocational Training Network Reporting Line: Clinical Service (generally)
Accredited Trainee	Exclusively working within a specific specialty. Completing training in a recognised specialty. Aligned with a Professional College
Provisional Trainee and Advanced Trainee	Refers to status within a College Training Program
Senior Registrar and Provisional Fellow	Trainee who has completed specialist training. Building on leadership and managerial tasks.

Senior Medical Officers

Classification	Overview
Post Graduate Fellow	Classification within the Staff Specialist Award. Trainee who has completed specialist training
Staff Specialist Level 1-5	Senior Medical Officer within first 7 years of employment following completion of a training program
Senior Staff Specialist Level 1-5	Progression to Senior Staff Specialist: Application to Chief Executive via MDAAC on completion of 3 years as a Level 5 Staff Specialist
	All permanent Staff Specialists receive TESL provisions (approximately 30 days per year). Managerial Allowances (as per Clause 11 of the Staff Specialist Award): Level 1: Oversight of single service Level 2: Oversight of multiple services Level 3: Local Health District-wide role
Visiting Practitioners	A Medical Practitioner or Dentist. Appointed to practice in accordance with the conditions of the appointment.

Visiting Medical Officer (VMO)	A Medical Practitioner appointed under a service contract (5-years) to provide services as a visiting practitioner for or on behalf of the organisation as a general practitioner, specialist or senior specialist.
Honorary Medical Officer (HMO)	Appointed under an 'honorary' service contract for the provision of services for or on behalf of the organisation. HMO is not remunerated by the public organisation for these services.
Clinical Academic	Medical practitioner holding general or conditional specialist registration and is employed as a member of staff at a University School of Medicine; and Accepts an offer of employment under arrangements set out in PD2010_036.

Additional Examples of Positions of Leadership

Classification	Overview	Example of functions	Example of requirements
Committee Members and Chairs	Examples of NSLHD Medical Committees: <ul style="list-style-type: none"> • Medical and Dental Appointments Advisory Committee • Medical Staff Executive Council • NSLHD JMO Wellbeing Committee • Clinical and Quality Council • Healthcare Quality Committee 		
Clinical Lead	Role to provide medical leadership to specific teams. The position provides clinical consultation services within NSLHD and contributes to teaching and training of medical students, graduates or other health professionals, and to research, evaluation and quality improvement activities.	For example <ul style="list-style-type: none"> • Provide medical input at management meetings • Ensure procedures and guidelines governing clinical activities are consistent with best practice • Support the Head of Department to prepare rosters. • Encourage research and innovation within the team 	For example <ul style="list-style-type: none"> • MBBS or equivalent. Current registration or eligible for registration with the Medical Board of Australia • Fellowship of the appropriate College or recognition as a specialist by the Medical Board of Australia
JMO Manager or Supervisor	Responsibilities may include oversight of the JMO workforce, recruitment of Junior Medical Staff, orientation, term allocations, leave management and rostering		
Head of Department	Accountable for organising medical-led clinical and administrative operations provided by the department.	Example: <ul style="list-style-type: none"> • Supervision of medical staff, allocation of duties, development & approval of senior 	Example:

	Responsible for management of the Department’s clinical, financial and human resources; including processes for care delivery, and maintaining the quality aspects of service delivery	<p>medical staff rosters, monitoring of hours worked and other performance matters</p> <ul style="list-style-type: none"> • Work closely with the Director Medical Services and Clinical Director • Lead and ensure quality improvement and clinical governance activities are implemented 	<ul style="list-style-type: none"> • Senior medical staff member with current clinical appointment within the department • Qualities of clinical leadership (including interpersonal & communication skills, initiative, time management and negotiation skills)
Clinical Director, Divisional	Provide strategic clinical leadership to the Division within RNSH in partnership with the Operations Manager and Nurse Manager	Senior Clinical Position with primary responsibility for the clinical management of the departments in the division. Support clinical redesign through executive leadership particularly through KPI’s.	
Clinical Network Director	Responsibility leading the NSLHD Clinical Network Teams.	<p>Example:</p> <ul style="list-style-type: none"> • Provide formal advice to NSLHD Chief Executive, Executive Director Operations and Clinical & Quality Council on the profile and configuration of clinical services including the role of individual hospitals in the delivery of service. • Promotion and adoption of evidence-based practice • Advice on clinical service planning, workforce requirements and collaboration with other networks to ensure integrated and coordinated care. 	<p>Example:</p> <ul style="list-style-type: none"> • Medical practitioner holding appointment with NSLHD as a Staff Specialist, VMO or Clinical Academic in a specialty relevant to the network. • Experience in a clinical leadership/management role
Associate Director Medical Services	Reporting to the Executive Medical Director. Provides strategic oversight of NSLHD medical workforce services to ensure the delivery of clinical excellence and best practice.	Provide advice to the Chief Executive and other members of the Executive team on workforce matters, including workforce professional development, professional competency as well as planning and strategy.	<p>Example:</p> <ul style="list-style-type: none"> • MBBS or equivalent, currently registered or eligible for registration with the Medical Board of Australia and a recognised specialist qualification, preferably fellow of RACMA
Director Medical Services	Provision of executive management, leadership and support in the provision of clinical and other services.	Responsibilities include: Clinical governance, clinical leadership, clinical risk management, disaster management, research,	<p>Example:</p> <ul style="list-style-type: none"> • Registration with Medical Board of Australia (AHPRA)

		financial management, planning and development and strategic management.	<ul style="list-style-type: none"> Fellowship of RACMA as provided under the Staff Specialists (NSW) award or actively working towards fellowship. Commitment to ongoing professional development relevant to the specialty of Medical Administration.
Executive Medical Director	Key member of Executive Team. Responsible for providing expert senior medical input into the strategic, operational and executive decision-making of NSLHD. Report to the Chief Executive.	Provide professional leadership and oversight across of areas including clinical services, clinical governance, data analytics, digital innovation and patient safety. Provide strategic oversight of medical workforce services to ensure delivery of high quality care. Responsibility for research governance, including facilitating operational management of research proposals and implementation of the NSLHD Research Strategy.	<p>Example:</p> <ul style="list-style-type: none"> MBBS or equivalent, currently registered with the Medical Board of Australia and a recognised specialist qualification, preferably Fellow of RACMA. Position Classification: Staff Specialist

Examples of Positions of Leadership within the NSLHD Executive Team

Classification	Overview	Example of Requirements
General Manager	A lead executive position in NSLHD responsible for financial, workforce and clinical planning and negotiation of new and ongoing development in addition to ensuring efficient operation of the existing organisation.	<p>Example:</p> <ul style="list-style-type: none"> Proven experience at a senior management level in a substantial and complex organisation engaged in clinical service delivery Demonstrated application of knowledge and expertise in health service delivery, across a diverse range of care sectors, advocating for positive change in a broad range of community and government forums
Service Director	Responsibility for corporate, operational, clinical and financial management of the service. Accountability for the provision of service across the district, which includes clinical and corporate governance and effective operation / service delivery.	<p>Example:</p> <ul style="list-style-type: none"> Qualifications or extensive experience in a relevant clinical field. Senior level management experience in health care services Demonstrated management skills, experience in planning and achieving financial services and operational projects, as well as strategic outcomes.

Chief Risk Officer	Responsible for developing, implementing and managing the Enterprise Risk Management Framework across NSLHD. Ensuring that NSLHD places risk management at the heart of getting the best value from public funds.	<p>Example:</p> <ul style="list-style-type: none"> • Tertiary qualifications or extensive experience in managing an enterprise risk management framework within a large and complex organisation. • Experience in acting as a change agent to drive organisational innovation and building positive and active behaviours around risk.
Executive Director Operations	Management of day-to-day operations of NSLHD, across a broad spectrum of service delivery settings and functions, to ensure the delivery of quality, safe and efficient health services for the community in line with strategic directions of NSW Health and NSLHD.	<p>Example:</p> <ul style="list-style-type: none"> • Experienced leader with a proven track record of delivery • Results focused with an ability to maintain a broad view of the organisation while supporting local accountability.
Other examples within the Executive Team	Director Strategic Operations, Director Northern Beaches Hospital Partnerships and Director People and Culture NSLHD.	

Note: Requirements and Functions listed are examples only. Each position will have a list of unique functions and qualifications required for the role.