

SA Health

# CHARTER OF RESPONSIBILITY

Defining our shared  
governance and conduct



Government  
of South Australia  

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SA Health

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# A HEALTH SYSTEM FOR SOUTH AUSTRALIA

## **Commitment Statement**

**The Department for Health and Wellbeing, all Local Health Networks (LHNs) and SA Ambulance Service (SAAS) commit to work together under the Charter of Responsibility to:**

- > Deliver Government priorities and work in the best interest of the community and consumers accessing public sector health services
- > Commit to understanding each other's roles and respective value each entity brings to health outcomes for South Australia
- > Operate in the context of system management and local decision-making that respects the roles and responsibilities of the Department, the LHNs and SAAS
- > Set the positive cultural tone for the relationship between the Department, the LHNs and SAAS
- > Recognise the complex and evolving responsibilities and relationships as the health system continues to improve

# 1. OBJECTIVE AND SCOPE

## 1.1 Objective

The Charter of Responsibility (the Charter) supports the effective functioning of the South Australian public health system by establishing a shared commitment to system mindedness, a culture of respect and clarity of roles and responsibilities.

The Charter balances clarity with the need for positive tension and flexibility. This is needed to enable strategic agility, operational responsiveness and continuous improvement of the health system, consistent with Government direction and public need. The Charter will also support ongoing engagement and clarification through governance bodies, forums and working groups.

## 1.2 Scope

The Charter's scope is limited to the Health Care Act 2008 but recognises the importance of other legislation and regulations, including but not limited to:

- > *Public Sector Act 2009*
- > *Mental Health Act 2009*
- > *South Australian Public Health Act 2011*
- > *Public Finance and Audit Act 1987*
- > *Office for the Ageing Act 1995*
- > *Public Sector (Honesty and Accountability) Act 1995*
- > *Independent Commissioner Against Corruption Act 2012*

# 2. STRATEGIC CONTEXT AND BACKGROUND

The Department for Health and Wellbeing (the Department), the 10 Local Health Networks (LHNs) and SA Ambulance Service (SAAS) operate as a federated system. The Department provides system leadership and the LHNs and SAAS provide local leadership and service delivery. The system works under clear legislative responsibilities. There is a shared commitment to appropriate consultation and that decisions are made by both the Department and locally by the LHNs and SAAS, for the benefit of consumers and the health of South Australians.

### 3. PRINCIPLES

Principles act as a guiding philosophy and a shared commitment by all health system participants, linked to the articulated values in the Health and Wellbeing Strategy 2020-2025:

| Principle                     | Description  |
|-------------------------------|--|
| Collaboration / Connectedness | <ul style="list-style-type: none"><li>&gt; Acting from a position of shared purpose and objectives</li><li>&gt; Working together across interdependencies to support a cohesive well-functioning health system</li><li>&gt; Being system-minded in supporting an effective South Australian public health system</li></ul> |
| Respect                       | <ul style="list-style-type: none"><li>&gt; Genuinely valuing the roles of each other and respecting boundaries and governance relationships</li><li>&gt; Understanding the impacts of the decisions on each other</li><li>&gt; Exhibiting behaviours which demonstrate respect</li></ul>                                   |
| Clarity of roles              | <ul style="list-style-type: none"><li>&gt; Continuously improving clarity of responsibility and accountability</li><li>&gt; Ensuring decision making occurs at the appropriate level</li><li>&gt; Behaving consistently with the tenets contained in this Charter</li></ul>  |
| Transparency                  | <ul style="list-style-type: none"><li>&gt; Articulating the context for decisions and decision making</li><li>&gt; Being accountable to the people of South Australia for the performance and quality of our public health services</li></ul>  |

## 4. OVERVIEW AND PURPOSE

The Charter sets out the guiding philosophy and key legislative responsibilities of the *Health Care Act 2008* and other relevant legislation in which the Department, LHNs and SAAS interact and deliver outcomes for South Australians. They provide the legislative framework for responding to public health challenges through the administration of hospitals and other health services.

The Charter is not binding other than through a shared commitment by each organisation within the South Australian health system to operate under the principles and intent of the Charter. This includes a commitment to progress key areas of health system priority and common interest.

The Charter will be reviewed as functions and responsibilities are devolved and the public health system moves to its future state design.

### 4.1 Legislative responsibilities

The *Health Care Act 2008* and other relevant legislation define the role and responsibilities of the Department, LHNs and SAAS.

Legislation applicable to the LHNs, Department and SAAS must be complied with consistent with the spirit and intent of the Charter.

#### 4.1.1 Department for Health and Wellbeing

The Department has responsibility for overall leadership and strategic direction for the delivery of the public sector health services in South Australia as set out in the *Health Care Act 2008* and other relevant legislation. It also has responsibility for coordinating the planning of system-wide services, workforce, population health, asset planning and portfolio management, as well as providing advice to the Minister for Health and Wellbeing.

Further, the Department has a role in informing national initiatives, coordination of system-wide responses to national health initiatives and supporting Commonwealth-State relations. The Department also has a role in leading the development and delivery of the objectives of the Ageing Well Portfolio and in line with the *Ageing and Adult Safeguarding Act 1995*.

#### 4.1.2 Local Health Networks

The LHNs are responsible for the delivery of health services. They have a geographical or functional connection to their region, and manage the delivery of public hospital services and other community based health services in that region as determined by the State Government. They have responsibility to effectively plan services over the short and long term to enable service delivery that is responsive to the health needs of its defined population. LHNs also have a responsibility to contribute to the development and delivering of national reforms activities.

The public health system is devolved, through the establishment of State-wide, Metropolitan and Regional LHN Governing Boards which puts responsibility and accountability for health service delivery at the local level with strengthened oversight and holds Governing Boards accountable for delivering progress.

#### 4.1.3 SA Ambulance Service

SAAS provides emergency medical assistance, treatment and transport, non-urgent patient transport and high-quality patient care to the people of South Australia. SAAS works in partnership with other healthcare providers, providing integrated and tailored care.

The Chief Executive of the Department is directly responsible for the administration of SAAS, with the Chief Executive Officer of SAAS responsible for its administration and management subject to the Chief Executive's direction.

#### 4.1.4 Key responsibilities across the Health system

Appendix 1 sets out the key responsibilities within the *Health Care Act 2008* and further categorises those responsibilities for improved clarity and understanding between the Department, LHNs and SAAS.

Appendix 2 details the key roles of the Department, LHNs and SAAS and recognises the interdependencies between entities and within key roles in delivering a high performing and maturing health system built on the foundation of respect, accountability and mutual understanding.

## 5. OPERATION OF THE CHARTER

The Charter is operationalised through the health system governance arrangements and forums and networks where entities interact. In this context, the Charter provides a foundation for consultation and engagement via strategy and policy development, performance management and service delivery.

Operation of the Charter requires key priority areas to be identified, clarified and hard wired into the operation of the health system and revisited from time to time where it benefits health system outcomes or otherwise improves understanding.

### 5.1 Dispute resolution

Ongoing clarification of grey areas will necessarily occur through health system governance arrangements making use of the appropriate mechanisms to ensure the health system continues to operate effectively, respects organisational boundaries and matures as a well-functioning health system.

The Charter strongly encourages and sets the tone for collegiate dispute resolution through the performance and relationship management arrangements, health system forums and other collective networks that involve all health system participants. The use of the dispute resolution process should only occur following best endeavours of both parties to agree to a resolution to an issue at the local level.

Where collegiate dispute resolution is not successful, in accordance with the *Health Care Act 2008*, the dispute resolution processes will be through a tier resolution commencing at the local level and then escalating through to the Chief Executive and, if required, the Minister for Health and Wellbeing.

# APPENDIX 1 – LEGISLATIVE RESPONSIBILITIES

These key legislative responsibilities reflect those in the *Health Care Act 2008* and other relevant legislation. They are provided as a reference within the Charter. The Act should be referred to prior to making decisions to ensure any other provisions or more recent amendments are taken into account.

| Legislative responsibility                           | Department for Health and Wellbeing   | Local Health Networks/<br>SA Ambulance Service  |
|--|---|---|
| <b>Leadership and direction of the public sector</b> | To provide strategic leadership and direction for the delivery of the public sector health services in SA.  | To provide safe, high-quality and accessible health services to the population in their region within the resources available.  |
| <b>Service delivery</b>                              | To promote the effective, consistent and efficient use of available resources in the delivery of health care services in SA.<br><br>To provide relevant support services to LHNs.<br><br>To promote and deliver specialised health services (i.e. prevention and health promotion). | To ensure the operations of the Service are carried out efficiently, effectively and economically.<br><br>To ensure relevant state and Commonwealth Government health policy goals are achieved.<br><br>To work with other providers of health services, the Department and providers of primary health care in planning for, and delivering, regional health services. |
| <b>Quality of health services</b>                    | To monitor and promote improvements in the quality of health services delivered.  | To monitor and improve the quality of health services delivered by the Service.<br><br>To collaborate with local primary health care organisations.   |
| <b>Planning</b>                                      | To develop state wide health and service plans, workforce plans and capital work plans.   | To contribute to, and implement, State wide service plans that apply to the Service and undertake local service planning that aligns with state wide plans  |
| <b>Service Agreements</b>                            | To enter into service agreements with the Services.   | To enter into a service agreement with the Department's CE and deliver the hospital services, other health services, teaching, research and other services stated in the Service Agreement for the Service.   |
| <b>Performance and improvement</b>                   | To monitor the performance of services, and take remedial action when performance does not meet the expected standard.<br><br>To monitor and promote improvements in the quality of health services delivered by Services.  | To manage the performance of the Service against the performance measures stated in the Service Level Agreement.<br><br>To take immediate action to address performance areas that do not meet key performance indicator.<br><br>To develop local clinical governance and community engagement arrangements for the Service.  |

| Legislative responsibility               | Department for Health and Wellbeing   | Local Health Networks/<br>SA Ambulance Service   |
|--|---|--|
| <b>Capital works and maintain assets</b> | <p>To manage major capital works for proposed public sector health service facilities.</p> <p>Lead leasing strategies and process management for leases/licences across Health portfolio.</p> <p>To provide strategic leadership and advice in whole of health asset maintenance and the development of SA Health strategic asset management plans.</p> <p>Manage the biomedical equipment lifecycle.</p>   | <p>To undertake minor capital works in their area.</p> <p>To maintain land, buildings, equipment and other assets owned by the Service.</p> <p>To develop and implement strategic asset management plans for health services.</p>  |
| <b>Workforce</b>                         | <p>To employ staff in the Department, LHN's and SAAS (with the exception of the LHN Chief Executive Officers).</p> <p>To manage state wide health industrial relations, including the co-ordination and negotiation of certified agreements in conjunction with Industrial Relations and Policy, Department for Treasury and Finance.</p> <p>To establish conditions of employment for health service employees, including issuing health employment directives</p> | <p>To manage local human resources and certain industrial relations matters, through delegated authority from the Chief Executive of the Department (employing authority under the <i>Health Care Act 2008</i>) and the Chief Executive of the Department of Treasury and Finance (declared employer under the <i>Fair Work Act 1994</i> (SA)).</p> <p>The LHN governing boards are responsible for appointing the Chief Executive Officers of their LHNs.</p> |
| <b>Directives</b>                        | <p>To develop and issue policy directives to apply to Services.</p> <p>To ensure the consistent interpretation and application of policy directives across the SA Health portfolio.</p>   | <p>To comply with the policy directives that apply to the Service.</p>   |
| <b>Data</b>                              | <p>To receive and validate performance data and other data provided by the Service.</p> <p>To provide performance data and other data to the LHNs, the Commonwealth, or an entity established under an Act of the Commonwealth.</p>   | <p>To provide performance and other data to the CE.</p>  |
| <b>Other</b>                             | <p>Any other functions given to the Chief Executive under these Acts or another Act.</p>  | <p>To consult with health professionals working in the Service, health consumers and members of the community.</p>   |



## APPENDIX 2 – ROLES IN THE HEALTH SYSTEM

Indicative health system roles are subject to entity definition and scope determination, as part of the governance reform program.

| Role                       | Department for Health and Wellbeing  | Local Health Networks   | SA Ambulance Service   |
|----------------------------|--|---|--|
| <b>Vision</b>              | Sets the strategic direction and priorities for health service delivery for the state, taking into account the SA context, international trends, and national health directions.   | To provide safe, high-quality and accessible health services to the population in their region within the resources available.  | Sets the strategic vision and objectives for SAAS as a statewide service and system provider, taking into account relationships with other care providers  |
| <b>Planning and policy</b> | Develops the steps required to move SA from where we are to where we want to be- including state health reform programs, national health reform agendas, service and health system workforce planning, investment priorities and programs and key risks. Consults stakeholders in vision, planning and industrial relations. Medium and long term focus. Incorporates national/ international best practice. | Plans locally, both strategically and operationally, to meet the needs of the community. Focuses on planning, pilots and actions that link with the medium and longer term goals of the LHN that is consistent with state wide priorities and strategies. Contributes to vision, state wide planning and industrial relation matters.   | Plans strategically to meet the need to deliver high quality, safe and effective services, responsive to patient needs, informed by state and national priorities.<br><br>Contributes to vision, state wide planning and industrial relation matters.  |
| <b>Decision-making</b>     | Makes decisions on state and strategic directions, policy and legislation, with a particular focus on the wider SA context. Includes decisions on major capital works for proposed public sector health services, industrial relations and preventative health. Uses state wide governance and accountability frameworks.  | Makes decisions on local strategies consistent with state wide direction and plans. Makes decisions regarding day to day and operational service delivery with a particular focus on improving efficiency and effectiveness in acute and integrated care. Addresses consumer needs, minor capital works, and major capital works approved by the Chief Executive. Uses local clinical governance and community engagement arrangements. | Makes decisions on local strategies consistent with state wide direction and plans. Makes decisions regarding day to day and operational service delivery. Addresses minor capital works, and major capital works approved by the Chief Executive. Uses local clinical governance and partner engagement arrangements. |

|                                   |  |  |   |
|-----------------------------------|--|--|---|
| <b>Coordinating</b>               | Coordinates the advice, partnerships and activities needed across Departmental divisions, the LHNs, health statutory agencies and wider government and health system stakeholders, including the Commonwealth.   | To contribute to, and implement, State wide service plans that apply to the Service and undertake local service planning that aligns with state wide plans   | Coordinates advice, partnerships and activities. Promotes collaboration and coordination across health professions. Undertakes clinical practice and sets guidelines consistent with legislation, regulations and policies in relation to clinical health service delivery. Raises implementation and practical concerns for legislative and regulatory review. |
| <b>Promoting</b>                  | Promotes consumer and clinician involvement and collaboration in the strategic and state wide decision making. Promotes preventative health and wellbeing.   | Promotes consumer focused health service delivery with a multidisciplinary and patient centred holistic approach to care. Promotes clinician engagement in LHN decision-making. Promotes connections between LHNs and primary and preventative health care.  | Promotes consumer focused service delivery. Promotes staff engagement in decision-making. Promotes connections with other care providers.   |
| <b>Researching and innovating</b> |  | Identifies and leads innovations, improvements and reforms that can be implemented within the LHN and identifies those innovations which may be scalable to other health services. Manages knowledge for the LHN and contributes to system-wide knowledge management. Leads LHN actions to promote and enable research excellence for improved service delivery. | Leads and identifies innovations, improvements and reforms using research and best practice for implementation across SAAS. Identifies opportunities for effective interface with other providers. Manages knowledge for SAAS and contributes to system-wide knowledge management.  |
| <b>Responding</b>                 | Provides state wide surveillance, protection and control of communicable diseases, emergency incident management and disaster management. Identifies and responds to operational Departmental issues and strategic state wide risks and issues that require resolution including those faced by the Minister and CE. | Provides local incident and disaster management and contributes to state wide response under the State Health Disaster Management Arrangements. Identifies and responds to LHN risks and issues that require resolution, including those that may be referred by the Minister or CE.   | Responds to emergency medical assistance, treatment and transport, through provision of high-quality patient care. Contributes to statewide response under the State Health Disaster Management Arrangements. Identifies and responds to risks and issues that require resolution, including those that may be referred by the Minister or CE.                  |

|                             |   |   |   |
|-----------------------------|---|---|---|
| <b>Providing services</b>   |   | Provides health services, including in cooperation with other Services, the Department and providers of primary health care.  | Provides emergency medical assistance, treatment and transport, non-urgent patient transport and high-quality patient care.   |
| <b>Managing performance</b> | Manages performance of the Department consistent with CE's direction, legislation, regulations, policy and plans. Monitors LHN performance against agreed standards and works collaboratively with service providers to remedy performance issues and share best practice consistent with the Performance Monitoring Framework and its escalation provisions. | Manages the performance of the LHN consistent with board direction, legislation, regulations, directives, and service agreements. Takes action consistent with the Performance Monitoring Framework and works collaboratively with the Department to remedy performance issues and share best practice, including through provision of data and information to support monitoring of service agreement commitments. | Manages the performance of SAAS, consistent with legislation, regulations, directives, and service agreement. Takes action consistent with the Performance Monitoring Framework and works collaboratively with the Department to remedy performance issues and share best practice, including through provision of data and information to support monitoring of service agreement commitments. |

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