

ROLE AND ACTIVITY GUIDE FOR PHASE TWO TRANSLATION OF HEALTH PRACTITIONERS

This Guide is to assist Managers / Employees to identify Roles/Activities/Knowledge, Skills and Experience in order to develop Role Descriptions (RDs)

This Guide is to facilitate discussion between Managers and Employees and is for no other purpose.

CLINICAL / MANAGEMENT ROLES

ROLE	ACTIVITIES	HP3	HP4	HP5	HP6	HP7	HP8
Clinical Practice	Clinical Knowledge, Skills and Expertise	Develop competent ability to undertake routine clinical practice, with a basic understanding within the continuum of care	Ability to deal with non-routine clinical practice Broad understanding within the continuum of care	A specialist in clinical practice or advanced knowledge across more than one specialty area. Critically explore the continuum of care	A consultant in clinical practice with expert level knowledge within a profession recognised on a State-wide basis	A consultant providing expert clinical leadership and strategic knowledge over multiple sites and/ or disciplines with State-wide or National recognition	Demonstrate consultant or expert level leadership and strategic knowledge over multiple sites and/ or disciplines with State-wide, National or International recognition
Clinical Practice	Decision Making	Develop knowledge in order to make clinical decisions that will require a decreased level of supervision	Exercise independent judgement and problem solving skills in matters beyond routine day to day practice with infrequent clinical practice supervision	Exercise decision making skills to facilitate novel solutions to complex or critical clinical problem solving. Minimal clinical practice supervision required	Decision making skills to solve large-scale complex clinical problems through expertise, interpretation of systems, standards and other external considerations	High-level decision making expertise to solve large-scale complex clinical service and workflow problems through high-level interpretation of systems, standards and other external considerations	High-level decision making expertise to solve large-scale complex strategic problems with application on a State-wide or National level
Clinical Practice	Application of clinical evidence	Develop ability to use evidence-based practice for clinical decisions	Integrate evidence based practice to make complex clinical decisions within service area	Integrates high level evidence-based practice for clinical decision making within specialty area/s	Use high-level evidence for creation of novel solutions to complex clinical problems	Apply high level expertise in the creation of novel, evidence based solutions to complex clinical problems	A strategic leader that facilitates high quality State-wide standards of evidence in performance
Clinical Practice	Quality Improvement	Participate in Quality Improvement activities within the Work Unit	Contribute to the identification, development and implementation of quality improvement activities at the local service delivery area	Manage quality and service delivery and improvement activities within specialty area/s	Active leadership in the development of high level service improvement initiatives area on a District basis	Active leadership in the development of high level service improvement initiatives on a State-wide basis	Lead the development and implementation of frameworks that advance and integrate disciplines to support the delivery of quality State-wide health services
Clinical Practice	Influence on policy and initiatives	Develop understanding of agency Policy and initiatives	Identify and apply policy knowledge to support continuous improvement of local service area	Use high level policy knowledge to improve clinical service standards within specialty area/s	Use high level expertise in the development of policies and clinical service standards within facility or district	Challenge existing agency protocols and contribute to new policy. Lead the development of professional standards in a given clinical area on a state-wide basis	Challenge existing agency protocols, leading the development of policy and initiatives that achieve corporate level health outcomes
Clinical Practice	Education Activities	Commensurate with level of experience, provide student education and clinical practice supervision for less experienced practitioners with the guidance of senior clinical staff	Responsible for pre-entry students or staff, and independently coordinates local clinical education programs. Expand, adapt or modify clinical principles, procedures and techniques to prepare educational curricular.	Primary clinical educator with Facility and/or District/s or Service Area responsibility for staff and pre-entry student education. Lead and participates in development of training and education activities. May be required to develop links with local tertiary educational institutions.	Educator with Area or State-wide responsibility for staff and pre-entry student education + links to tertiary educational institutions. Lead development of education and training activities and is available as a whole-of-state advisory resource	State-wide responsibility for staff and pre-entry student education + links to tertiary educational institutions. Lead State-wide development of education and training activities.	Recognised Nationally or Internationally as a leading educator for a profession
Clinical Practice	Research Activities	Qualified practitioner with nil/basic research experience recently assigned to a research team	Contribute to clinical research activities within work unit, or as a designated researcher within a project team; or through occasional research publication in peer reviewed journals	Responsible for clinical research projects within a facility of significant scope and clinical importance to Queensland Health, with outcomes influencing clinical processes and standards of clinical practice	Primarily research role - Responsible for clinical research projects across facilities and/or Districts of significant scope and clinical importance to the health service and Queensland Health, with outcomes influencing clinical processes and standards of clinical practice. Have a history of successfully obtaining research grants and a significant publishing history. Responsible for a research-specific cost centre.	Responsible for clinical research projects of critical clinical importance across Queensland Health, with outcomes influencing clinical processes and standards of clinical practice. Have a history of successfully obtaining research grants and a significant publishing history. Responsible for a research-specific cost centre.	N/A
Sole practitioner	Scope	N/A	Operate in a single facility for a specific discipline	Operate in a District with responsibility for a specific discipline or related disciplines	N/A	N/A	N/A
Communication	Advisory and Advocacy	Provide routine advice through Multidisciplinary team participation	Provide non-routine clinical advice to peers and relevant stakeholders	Lead and provide specialised clinical advice on a local or facility -wide level	Provide authoritative counsel as a recognised discipline specific consultant within district, area or state-wide	Provides authoritative state-wide counsel and strategic advice, advocating on behalf of their clinical area of expertise and/or professional discipline	Advocate authoritatively on a state-wide, national or international basis in the negotiation of strategic development for a discipline service delivery and/or competency framework
Leadership	Level of Application	Demonstrate recognised skills and knowledge obtained through tertiary education	Demonstrate a high level of skills and clinical experience through professional development or formal qualifications. May have a dual role of clinician and manager/administrator	Applies advanced level leadership skill within multiple specialty areas through continued professional development	Active leadership in the development of high-level service improvements and professional competence on a District, Area or State-wide basis	Strategic leadership and direction in the development of high-level service improvements and professional competence	Strategic leadership in the state-wide future development of the professional discipline/s and leadership in people management

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CLINICAL / MANAGEMENT ROLES

ROLE	ACTIVITIES	HP3	HP4	HP5	HP6	HP7	HP8
Leadership	Change	Participate in change processes within the work unit	Collaboratively initiate, plan and evaluate local service improvement activities	Lead quality and service improvement activities within speciality area/s	Lead service quality and service improvement activities, including shaping of service delivery, on a District-wide basis	Lead service quality and service improvement activities, including shaping of service delivery	Strategically lead the provision of frameworks to ensure ongoing high quality standards across the State
Leadership	Staff Development	Actively maintain professional development, and contribute to student skill enhancement	Actively maintain professional development and mentoring to clinicians	Actively contribute to the development of advanced professional competence for clinicians	Provide expert training and guidance to advanced level clinicians looking to build specialist capability in their given clinical area	Lead strategically in the provision of professional development programs	Formulate and implement programs to ensure that practitioners at all levels receive expert training and guidance
Work Unit Management	Management Focus	N/A	Perform duties with a high degree of independence and with infrequent clinical practice supervision	Focus on operational management of a medium sized discipline specific or multidisciplinary team	Focus on operational or resource management a large professional team or a diverse multi-disciplinary team within a large facility or speciality health service	Focus on operational and resource management for a major complex service at a tertiary referral hospital or multiple hospitals / facilities across a District / Area or State.	Focus on strategic management for a complex State-wide health service with relevant agency-based, with governmental and national directions.
Work Unit Management	Performance Appraisal	N/A	Monitor professional standards and quality outcomes for subordinate staff	Formal role in performance appraisal and management of subordinate staff	Accountable for performance appraisal and management of subordinate staff	Facilitate performance appraisal within area of jurisdiction	Lead performance appraisal within area of jurisdiction
Work Unit Management	Asset and Financial Management	Accountable for utilisation of assigned resources	Manage allocation of resources. Plan and advocate for small operating budget, but with no significant Departmental/ Work Unit Cost Centre responsibility.	Accountability for the administration, direction and control of the asset and financial management of one or more cost centres	Accountability for the administration, direction and control of the asset and financial management of one or more cost centres	Accountability for the administration, direction and control of the asset and financial management of one or more cost centres	Full accountability for the administration, direction and control of the asset and financial management of one or more cost centres
Strategic Direction	Managerial Knowledge, Skills and Expertise	N/A	Day to day management abilities applied to a small work unit or team. Subject to operational supervision by senior staff	Day to day management ability applied to a medium-sized team, includes managing resource allocation	Management abilities applied to a team in large facility or district, or across multiple sites/settings or multiple speciality areas/divisions	Management abilities applied to a large professional or multi-disciplinary team at a tertiary referral hospital or multiple hospitals/facilities across a District/Area or State	Management abilities applied across a large State-wide profession or multiple disciplines across multiple sites. Is a representative on an executive management team
Strategic Direction	Strategic planning responsibilities	N/A	Participate in planning activities within a work unit.	Strategic planning responsibilities at a Facility and/or District level across one or more sites	Strategic planning responsibilities at a District level across multiple health services or sites	Strategic planning responsibilities across large, diverse and/or complex professional teams or disciplines, which may have State-wide operation.	Strategic level management skills across the operation of a large professional discipline or multidisciplinary team, including strategic alignment of direction with relevant agency, governmental and national health policies

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TECHNICAL ROLES

ROLE	ACTIVITIES	HP1	HP2	HP3	HP4	HP5
Technical Practice	Technical Knowledge, Skills and Expertise	Demonstrate a narrow level of knowledge and skills, but able to undertake tasks under the guidance of a more experienced practitioner.	Demonstrate competent technical knowledge and skills and an ability to undertake routine tasks, developing ability to undertake more complex tasks under the guidance of a more experienced health practitioner	Demonstrate an advanced level of knowledge and skills in the given technical area acquired during on-the-job training and study for the relevant qualification	Demonstrate well-developed knowledge and skills in complex contemporary practice in given technical area/s and technical expertise utilising command of specialised techniques.	Expert knowledge, skills and expertise in their specific technical area
Technical Practice	Decision Making	Develop knowledge in order to make decisions that will require a decreased level of supervision	Exercise decision making / problem solving skills, moving towards independence in judgements, with general supervision, which decreases as accountability and clinical experience increases.	Exercise decision making skills to solve more complex clinical problems under general supervision of more senior health practitioners.	Exercise decision making skills to solve large-scale complex clinical problems through interpretation of systems, standards and other external considerations.	Exercise high-level decision making expertise to solve large-scale complex clinical problems through high-level interpretation of systems, standards and other external considerations and creation of novel protocols or policy
Technical Practice	Influence on policy and initiatives	Actively continue to pursue prerequisite education and training necessary to build competency and attainment of a recognised or acceptable level of knowledge and skill.	Demonstrate ability to apply established methods and procedures toward the completion of routine tasks	Demonstrate ability to adapt established methods and procedures to complete routine tasks under general supervision of more senior health practitioners	Demonstrate ability to interpret and adapt established methods and procedures to complete routine tasks under general supervision of more senior health practitioners	Uses expert technical knowledge to improve clinical service standards within a facility and/or District or Service Area.
Technical Practice	Technical Influence	Work under the guidance of a more experienced practitioner in the discipline	Provide guidance, peer support and direction on routine technical matters	Provide guidance, peer support and direction on routine technical matters	Recognised technical advisor, providing specific expertise to relevant service managers and other stakeholders at a District, Area Health Service or State-wide level, or within their given Service Area.	Recognised expert technical advisor, providing specific expertise to relevant service managers and other stakeholders at a Area Health Service or State-wide.
Technical Practice	Education Activities	N/A	N/A	Responsible for providing technical education for students and peer support for junior staff members with the support of more senior technical staff	Educator for staff and students, independently coordinating Facility and/or District or Service Area technical education programs. Required to develop links with local tertiary educational institutions.	Educator with Area or State-wide with responsibility for staff and student education. Lead and participate in development of training and education activities. Maintain links with tertiary educational institutions.
Technical Practice	Research Activities	N/A	N/A	Assist in the research activities of the discipline or technical service area	Utilise knowledge and skills in contributing to research activities of the discipline or technical service area	Utilise knowledge and skills in contributing to research and/or development activities within the district or service area
Communication	Advisory and Advocacy	Demonstrate ability to work as part of a team under direction.	Demonstrate ability to work as part of a team under direction.	Provide routine advice within a team.	Responsible for providing direction on complex technical matters for less experienced staff	Responsible for expert technical advice to relevant service managers and stakeholders regarding technical standards and service development
Leadership	Level of Application	N/A	Responsible for providing clinical education, guidance, peer support and instruction, with the support of more senior clinical staff	Provide collegial leadership within their given technical discipline	Demonstrates leadership within their given technical discipline across two or more areas.	Undertake a leadership lead role in the coordination and integration of overall service delivery of a given technical function, for a large work unit or on a District-wide basis
Leadership	Change	N/A	Demonstrate ability to apply established methods and procedures in the completion of routine tasks	Demonstrate ability to undertake more complex tasks independently and participate in change processes within the work unit	Implement change through quality and service improvements and the development of better practice	Lead service quality and service improvement activities including shaping of service delivery, for a large work unit or on a District-wide basis
Leadership	Staff Development	N/A	Activity maintain personal professional development.	Actively maintain personal professional development and contributes student skill enhancement	Actively maintain personal professional development and mentoring to technicians	Actively contribute to the development of advanced professional competence for technicians
Quality Improvement	Service delivery and processes	N/A	N/A	Activity participates in quality improvement activities of a team.	Leadership role in quality assessment, contributing to the wider development of technical competence and service improvement.	Leadership role in quality assessment. Responsible for facilitating the integration of technical functions with professional healthcare stakeholder groups across the State.
Work Unit Management	Operational Management	N/A	Responsible for providing clinical education for students	Responsible for coordination (may be as a unit Supervisor) of workflow for given technical work unit or team, without the need for regular supervision	Responsible for day to day operational management of a technical work unit/units, or multiple sites, or across multiple technical disciplines.	High level managerial responsibility across large and diverse multi-disciplinary technical teams across multiple sites.
Work Unit Management	Management Focus	N/A	N/A	Demonstrate ability to supervise or manage a technical work unit or team, providing guidance to less experienced unit or team members	Demonstrate high level management of a technical team, especially in the areas of operational management and resource allocation operating at one or more sites	Responsible for strategic management and direction of large and diverse teams at multiple sites across the State with accountabilities focused on leading service delivery.
Work Unit Management	Performance Appraisal	N/A	N/A	N/A	Responsible for performance appraisal and other operational issues.	Responsible for performance appraisal and other operational issues, across multiple sites
Work Unit Management	Asset and Financial Management	N/A	N/A	Limited responsibility for resource management, such as being accountable for allocation of staff and resources within prescribed limits	Accountability for the administration, direction and control of asset and financial management and resource allocation of a technical work unit	Full accountability for administration, direction and control of asset and financial management of one or more cost centres.