

Work Level Statements
(Including explanatory notes and glossary of terms)
Health Practitioners (Queensland Health) Agreement (No 1) 2007

Background

Queensland Health has recently committed to reforming the employment arrangements for a number of its professional and technical staff. As part of this reform, Queensland Health has introduced initiatives aiming to facilitate greater equity across this segment of its workforce by adopting a more consistent and transparent approach to governing classification and career paths. Key to this process is the establishment of a combined Health Practitioner (HP) employment scale, which aims to bring eligible Professional Officers (PO), Technical Officers (TO) and District Senior Officers (DSO) District Executive Senior Officers (DES) staff together into the one unified classification stream.

The Work Level Statements will refer to these former classifications to inform the Work Level Evaluation Project (Phase 2) and any processes arising from the Agreement.

Supporting the HP scale will be Work Level Statements including these explanatory notes, which govern employment classification.

It should be noted that a range of statements across more than one level may be relevant to an employee's role. The employee does not need to meet all statements in knowledge, skills and expertise; and accountabilities to be classified at a particular HP level. A holistic approach will be taken in the assessment of roles and the determination of classification level. No single statement will define an employee's level.

This document aims to provide you with some more information about the changes to employment classification for health practitioner staff, and answer some common questions about the introduction of the HP scale and how the Work Level Statements will affect you. For ease of reference, it is written in a question and answer format.

Explanatory Notes

1. What is the HP Scale?

The HP scale is a combined, unified classification stream, which will cover many of Queensland Health employees previously known as Professional and Technical Officers, bringing together eligible PO, TO and DSO/DES staff into a single stream while maintaining the individuality of the classifications.

1. How was the HP Scale created?

The HP Scale is the product of negotiation between Queensland Health, and the relevant Unions (LHMU and QPSU).

1. What are the benefits of the HP Scale?

By bringing together a number of PO, TO and DSO/DES roles under the same classification stream, Queensland Health is continuing its commitment to facilitating greater equity and consistency across this segment of its workforce. The HP Scale will promote a better understanding of employment classification in the Department, provide a more transparent approach to career planning and development and support strategic workforce planning.

There will be recognition of advanced specialist and consultant clinical skills and a framework for potential future extended scope of practice roles.

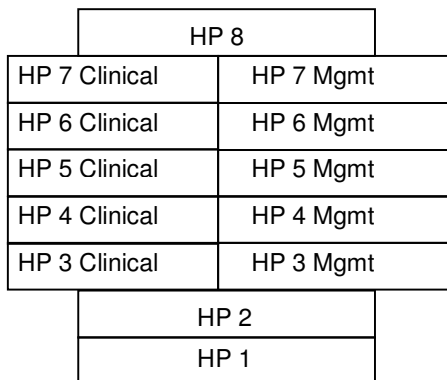
The HPIBB has oversight of the Work Level Evaluation Project and will endorse a methodology which recognises that sufficient additive work value of multi-speciality enables classification to a higher level.

1. What does the HP Scale look like?

It is recognised that some roles fit into either a clinical or management stream. However it also recognised that many employees work across both clinical and management streams and this is recognised in the definition of multi-specialty. The HP career structure is an 8 level classification structure, underpinned by work value. Within the HP classification

structure, there are two streams; a clinical stream (including positions with a clinical, education or research focus, or containing elements of all three features) and a management stream. The two streams become relevant from level HP 3 to HP 7. At levels HP 1 to 2 and at HP 8, there is no streaming applicable to the HP classification structure. See Diagram 1.

Diagram 1: HP Streams



1. What roles fit the Clinical stream?

Clinical stream roles are positions that require the application, at varying levels of expertise, of an established technical or professional body of knowledge to:

- assess situations
- conduct research and analysis, or
- develop solutions
- undertake formal education activities

Typical activities include:

- clinical diagnosis and case management
- provision of a professional opinion
- generation of new ideas and solutions
- clinical policy formulation and interpretation
- establishing new standards of operation
- clinical business strategy development
- clinical systems analysis and development
- productivity improvement projects and
- fulfil statutory obligations
- formal and informal education activities

Progression in clinical (or 'advisory') roles involves factors such as:

- increasing complexity of case work
- requirement for higher level expertise and experience
- broader scope of work
- greater impact over a broader population (internally and externally within organisation)
- progression from operational/case work focus to a strategic focus

1. What roles fit the Management stream?

Management positions typically have responsibility for controllable resources for specific projects, programs, divisions or business units to achieve defined business, service or operational objectives. Management positions also directly manage, lead or supervise a team of staff to achieve service or operational objectives. Typically, Managers allocate work, train staff and monitor quality and are accountable for individual performance management.

Progression in management roles involves factors such as:

- increased size of resources
- broader management responsibility (FTE, budget, geographical areas .i.e. facility, district, area, state)
- increased complexity of managed resources (multi-disciplinary, multi-specialty)
- greater impact over a broader population (internally and externally within organisation)
- progression from operational/management focus to a strategic focus

To assist with the evaluation of management roles, a methodology will be developed that recognises the impact of Work Environment and Management Accountability. It will be used in conjunction with the Work Level Statements and provide a simple and transparent process for evaluating management roles with the requirement for either professionally qualified or technically qualified staff.

2. How will hybrid clinical and management roles be classified?

Positions will be allocated to a level based on an evaluation of all aspects of their role. This will include appropriate consideration of both clinical and management responsibilities.

1. What are the Work Level Statements?

The Work Level Statements aim to describe the scope and nature, knowledge, skills and expertise and accountability of work which is undertaken at each level to ensure consistency of classification across this workforce. Each level systematically builds on the level below.

Although the Work Level Statements provide a generic description of health practitioner roles at each of the given HP levels, they are not a Job Description and are not designed to be used as such.

3. How are evaluations made using the Work Level Statements?

Evaluations of a role consider the scope and nature of the position, the knowledge, skills and abilities required, and the accountabilities involved. As described above, allocation to a level will be based on an evaluation of all aspects of the role against the Work Level Statement criteria and a holistic assessment based on evaluation of all aspects of the role or position having regard for responsibilities, the level of complexity, degree of multi-speciality and/or advanced level of knowledge, skill, experience and leadership in the discipline or profession, as to which level is most appropriate for that position.

4. How do employees advance under the HP Scale?

Progression from one increment to the next (within each of the HP levels 1-7), will be based on a satisfactory annual performance appraisal.

Movement between levels will occur by application for a position and promotion in accordance with approved Government policies and procedures. The establishment of positions at any given HP level will be based on service requirements.

Following the evaluation of a position to Level 8, the issue of appointment to remuneration pay points is subject to further discussion by the parties to the Agreement.

5. How are qualifications recognised for entry into the HP Scale?

Entry-level classification and remuneration positioning for Health Practitioner positions with relevant qualification of Diploma or equivalent, (and are applying that qualification to a relevant position), is HP 2, increment 1.

Entry level Health Practitioners appointed to positions requiring a minimum three year tertiary qualification of Degree or equivalent will commence at HP 3, increment '0' Entry level Health Practitioners appointed to positions requiring a minimum 4 year tertiary qualification of degree or equivalent will commence at the HP3.1 pay level.

Tertiary courses such as a 2-year Masters Program which are required for registration purposes for that discipline or profession will be considered an 'entry level' qualification. Health Practitioners with these qualifications will also be appointed at HP3.1.

1. Will the HP Scale or the Work Level Statements change?

To keep the new classification system relevant and up-to-date, the HP Scale and the Work Level Statements will be periodically revised. Any changes to the HP Scale or the Work Level Statements will be negotiated and agreed by the Health Practitioner Interest Bargaining (HPIBB) Group. At these times, all materials will be assessed and any changes will be made to ensure relevance and applicability for the purposes of ongoing classification of positions within the HP classification structure.

Glossary of Terms

STANDARDS

Basic: Fundamental or elementary; at a level of the most simple tasks to be performed

Competent: Achieving an agreed level that allows adequate performance at a the given level

Complex: Complicated, involved, intricate and involving many different influences. Complex professional work denotes work in which the range of options is imprecise, requires high-level application of general principles, and may require some adaptation of accepted practices and procedures. The work commonly involves elements of interrelationship between tasks.

Advanced: Highly developed or complex; at a level beyond that required for day-to-day practice.

Consultant: Refers to a high-level specialist Health Practitioner, recognised as a State or Nation-wide leader in their given discipline. They are utilised as a point of reference in their given discipline throughout Queensland Health.

Specialist: Refers to a Health Practitioner who has acquired, through high-level education and/or experience, a level of knowledge and skill set that is recognised as being comprehensive in a highly specific area. Their expertise is likely to be utilised on a District or Service Area level. The term specialist may, in some specific instances, also refer to a Health Practitioner who is certified by an accrediting body.

Novel: An area or issue where there is no access to existing protocol or precedent; involves breaking new ground.

BREADTH OF ACTIVITY/ JURISDICTION

Area: Area Health Service (eg Southern, Central or Northern Area Health Services)

District: In reference to one of the recognised 20 Queensland Health Service Districts.

Service Area: Relates to service areas that may in some instances fall across District boundaries (e.g. State-wide Pathology services).

Multi-disciplinary: The combination of several disciplines of health practitioners. This could include different professions (degree qualified) eg Occupational Therapist, Physiotherapist, Social Worker, Nurse etc; technicians, assistants and/or administrative staff.

Multi-speciality: The combination of speciality knowledge and skills within a given discipline which may include:

- speciality areas within a discipline;
- modality areas within a discipline;
- clinical/technical and non-clinical/technical skills and roles, such as management.

SUPERVISION/ MANAGEMENT

Clinical Leadership: The application of leadership in a clinical context and relating to clinical services and clinical outcomes.

Clinical Practice Supervision: Relates to the ongoing development of skills and knowledge required by the Health Practitioner under the guidance of a more senior Health Practitioner within the same discipline. It ensures the Health Practitioner achieves and maintains the expected professional standards of work in that discipline. The clinical practice supervisor may not necessarily be the Health Practitioner's day-to-day manager.

Operational Supervision: Formal reporting arrangement relating to the day-to-day management of workload and workflow of Health.

Leadership: The capacity to guide the development of health disciplines, services or teams, especially as related to deciding strategic direction and the setting of standards of practice.

Guidance: Informal professional advice about what to do, how to do it and given without close supervision.

Mentoring: Informal professional development activity designed to enhance the knowledge, skills and abilities of others by actions such as role modelling, advocacy and support to other health practitioners.

GENERAL

Clinical: Specialised or therapeutic care that requires an ongoing assessment, planning, intervention by health care professions.

Demonstrates: Exhibits a given characteristic in either an easily observable or readily quantifiable way.

Dictionary: Means an explanation of all relevant definitions endorsed by the HPIBB from time to time to support implementation of the agreement.

FTEs (within Management Matrix): Full Time Equivalents; includes all professional, technical or support staff, under management of a given individual, on the basis that each such staff member was engaged in a full time capacity. May include those FTE for which both operational and professional responsibility is held.

Health Practitioner:

(a) employees who:

(i) are in disciplines or professions that:

(A) provide a direct contribution to service delivery across the continuum of care to provide integrated health services in one or more of the following program areas:

- I. acute care;
- II. ambulatory care;
- III. rehabilitation;
- IV. extended care;
- V. integrated mental health;
- VI. primary health care; or
- VII. protection and prevention; and
- VIII.

(B) are directly involved in health protection and prevention, assessment, diagnosis and treatment of patients and to the community; or

(ii) directly manage and have a professional responsibility for the clinical services provided by employees who meet the definition above

(b) employees who are employed in positions:

(i) that were classified in the Professional or Technical Streams under the Award or the Public Service Award – State 2003 as at the date of certification of this Agreement;

(ii) that were classified as District Senior Officer or District Executive Senior Officer positions as at the date of certification of this Agreement; or

(iii) that have been classified as Health Practitioner positions by the Director-General or authorised delegate.

Professional employees: Those Health Practitioners who are at a minimum Degree qualified (or equivalent), and perform roles requiring the application of a professional body of knowledge drawn from this qualification (also see definition for 'Technical employees' below).

Professional knowledge: Refers to the knowledge of principles, techniques or skills applicable to the profession or professional discipline. Professional knowledge is obtained during a professional qualification, experience and continuing professional development.

Student Education: Relates to participation in a range of supervision and education activities conducted in the workplace, the aim of which is the demonstrated acquisition of knowledge, skills and clinical reasoning by the student..

Technical employees: Those Health Practitioners who have a minimum qualification of a Diploma (or equivalent), and are responsible for the operation of, and sometimes interpretation of, data from healthcare apparatus.

HEALTH PRACTITIONER ONE (HP 1)

Scope and Nature of Level

Classification at HP1 level is reserved exclusively for employees in the process of completing prerequisite educational or training requirements for positions housed under HP2 or HP3 classification levels.

Positions at Health Practitioner 1 are those with an active focus on building toward the attainment of a recognised or acceptable level of knowledge and skill in their given domain. Requiring only a narrow set of knowledge and skills in their given discipline, these positions involve the performance of basic duties under the close clinical practice supervision of more experienced Health Practitioners in the given domain, with the quality of work output closely assessed. Positions may be referred to as cadetships, traineeship or scholarship positions.

Role Context

Knowledge, Skills and Expertise

- Demonstrates continuing work toward completion of prerequisite requirements for positions housed under HP2 or HP3 classification levels
- Demonstrates a narrow level of knowledge and skill in their given domain, with the ability to undertake tasks under the guidance of a more experienced practitioner

Accountability

- Works under the guidance of a more experienced practitioner in the domain
- Actively continues to pursue prerequisite education and training necessary to build competency in given domain

HEALTH PRACTITIONER TWO (HP 2)

Scope and Nature of Level

HP2 covers both recently qualified and developing technical staff.

Positions at Health Practitioner 2 are technical roles demonstrating competent technical knowledge and skill in their given domain. They are able to perform routine duties, and undertake technical tasks of increasing complexity under the clinical practice supervision of more experienced practitioners. They would be expected to be an active participant within their multidisciplinary work unit or technical team.

Positions at HP2 Level require employees to hold at least an Associate Diploma (generally prior to 2000), Diploma and Advanced Diploma (or equivalent) qualification (Post 2000).

Role Context

Knowledge, Skills and Expertise

- Demonstrates recognised expertise obtained through Diploma or, where appropriate, equivalent qualifications
- Demonstrates a competent level of knowledge, expertise and skill in the given technical domain, with the ability to apply established methods and procedures toward the completion of routine tasks
- Demonstrated ability to undertake routine tasks, with developing ability to undertake more complex tasks under the guidance of a more experienced health practitioner
- Demonstrates ability to work in a multidisciplinary team under direction.

Accountability

- Accountable and responsible for provision of routine-level technical clinical services to Queensland Health under general clinical practice supervision of more senior health practitioners
- Required to work under specific clinical practice supervision for more complex tasks, with level of supervision decreasing and accountability increasing commensurate with level of clinical experience
- Commensurate with level of experience in role, provide clinical education for students with the support of a senior Health Practitioner
- Commensurate with level of experience in role, provide guidance, peer support and instruction on matters pertaining to routine technical matters to less experienced practitioners

HEALTH PRACTITIONER THREE (HP 3)

Scope and Nature of Level

Professional Stream

HP3 covers both newly qualified clinicians and developing professional clinicians.

Clinical positions at the Health Practitioner 3 level encompass positions demonstrating at least a competent level of professional knowledge and skill, through to those that are able to independently undertake routine clinical practice. They participate in professional and/or multidisciplinary teams, operating at the level of basic tasks to routine clinical practice commensurate with level of experience. Duties undertaken independently at this level are generally of a routine nature, with more complex clinical decisions and problem solving made under the clinical practice supervision or professional guidance of a more experienced practitioner. As experience builds at higher increment levels, clinical decisions and problem solving are made by exercising increasingly independent clinical judgement.

Positions at HP3 Level require employees to hold at least a Tertiary Degree (or equivalent) qualification.

Technical Stream

Technical positions at Health Practitioner 3 demonstrate an advanced level of knowledge and skill in their given technical domain, and undertake either:

- Operational supervisory responsibilities including development of subordinate staff, performance management, co-ordination of workflow processes, quality of output of the work unit and implementing occupational health and safety guidelines, or
- proven technical expertise and competence with demonstrated proficiency to perform complex technical tasks with minimal clinical practice supervision, and are expected to be an active contributor to their multidisciplinary work unit or technical team.

Role Context

Knowledge, Skills and Expertise

Professional Stream

- Demonstrates recognised expertise and knowledge obtained through relevant tertiary education
- At lower HP3 increments, health practitioners are newly qualified clinicians who demonstrate a base level of professional knowledge, clinical skills, judgement and problem solving ability
- Building experience in contemporary clinical practice standards, up to the level of routine evidence based day to day clinical practice
- Demonstrates ability to participate in the multidisciplinary team and in quality or service improvement activities under the clinical practice and/or operational supervision of a more experienced practitioner

Technical Stream

- Demonstrates an advanced level of knowledge and skill in the given technical domain, with the ability to undertake complex tasks in the domain with minimal clinical practice supervision
- Demonstrates expertise as a technical practitioner
- Demonstrates ability to supervise or manage a technical work unit or team, providing guidance to less experienced unit or team members

Accountability (HP3)

Professional Stream

- Responsible for providing professional level clinical services to Queensland Health commensurate with level of clinical experience
- Required to work under discipline specific clinical practice supervision, with level of supervision decreasing and professional accountability increasing commensurate with level of clinical experience
- Responsible for providing clinical practice and operational supervision to work experience students or those involved in observational clinical placements, as well as direction to assistant and support staff
- Commensurate with level of experience in role, provide student education and clinical practice supervision for less experienced practitioners with the guidance of senior clinical staff
- Commensurate with level of experience in role, assist in the development of policies, procedures and clinical practice, and participate in quality and service improvement activities

Technical Stream

- Technical positions at level HP3 exhibit independent judgement and responsibility in undertaking work of all levels in the given technical domain without the need for direct regular clinical practice supervision including the following:
 - Coordination of workflow for given technical work unit or team
 - Supervision of a technical work unit or team, including limited management of staff and resources within prescribed limits
 - Providing advice on matters pertaining to complex technical matters for less senior staff members
 - Providing clinical education for students

HEALTH PRACTITIONER FOUR (HP 4)

Scope and Nature of Level

Professional Clinical Stream

Professional clinical positions at HP 4 may have a clinical, education or research focus, or may involve elements of all three.

Clinical positions at Health Practitioner 4 demonstrate high level knowledge, skills, experience and clinical leadership within the professional and/or multidisciplinary team, applied to single specialities or across two or more (multi-specialty) clinical areas or modalities. Duties undertaken are of a complex and varied nature with clinical decisions based on valid and reliable evidence. Ensures that Facility and/or District initiatives are integrated into clinical practice, organisational work unit guidelines and District policies. A majority of tasks and duties are performed with a high degree of independence.

Alternatively, they may be a sole practitioner, based in a hospital or health facility where there is no other clinician from that discipline, where:

- they are required to exercise independent professional decision making and judgement on a day to day basis without ready access to another practitioner / clinician from the same profession/ discipline for assistance or advice; and/or
- there is a requirement for professional advocacy, administrative or managerial responsibilities beyond routine practice.

Professional Management Stream

Management positions at Health Practitioner 4 demonstrate clinical expertise and understanding in conjunction with formal managerial responsibility, with the ability to perform duties with a high degree of independence and little to no direct clinical practice supervision. Positions at this level would have operational and resource management responsibility of small discipline teams with a role in the performance management of subordinate staff. The strategic focus will usually be service or facility based with single or limited multi-site responsibilities.

Technical Stream

Technical positions at HP4 may have a clinical, education or research focus, or involve elements of all three.

Technical positions at Health Practitioner 4 may demonstrate well developed knowledge, skills, experience and clinical leadership within their given discipline, or may provide leadership across two or more areas. The position will be a recognised point of reference at a District, Area Health Service or State-wide level, or within their given Service Area. Duties are performed in a specialist capacity, providing clinical expertise and utilising expert command of specialised techniques. The position also contributes to the development of technical competence in their jurisdictional area.

Technical positions at Health Practitioner 4 may exercise managerial responsibilities for a technical work site or multiple sites, which may include management across multiple technical disciplines. Positions at this level would have operational and resource management responsibility, with a leadership role in quality assessment. A requirement of the position is either a tertiary qualification or extensive operational experience.

Knowledge, Skills and Expertise

Professional Clinical Stream

- Demonstrates a high level of knowledge and clinical skills as recognised by clinical experience, professional development activities, post graduate education or formal qualifications
- Utilises high levels of knowledge and clinical skills in exercising independent professional judgement in problem solving and clinical management, handling an increasingly complex caseload beyond that of routine day to day clinical practice relevant to the professional discipline and with infrequent need for direct clinical practice supervision
- Applies clinical evidence that support continuous improvement of local service delivery
- Demonstrates a broad understanding of the continuum of care and the organisational provision of multidisciplinary health service

Professional Management Stream

- Demonstrates well-developed general clinical knowledge, skills and expertise as recognised by clinical experience, professional development activities, post graduate education or formal qualifications
- Demonstrates base level leadership and management skills in the operational management of a small work unit or health team, in activities such as basic workflow management and prioritisation of caseloads within a work area on a day to day basis
- Fills dual role of clinician and manager/administrator
- Demonstrates ability to provide advice regarding direction to a team operating within or across a District
- Demonstrates recognised professional management abilities obtained through professional development activities, post graduate education or formal qualification(s)

Technical Stream

- Demonstrates well-developed knowledge and skills in complex contemporary practice in given technical area or areas
- Where focus is primarily managerial, demonstrates high level management of a technical team, especially in the areas of operational management and resource allocation operating, at either a single site or multiple sites
- Demonstrates recognised expertise obtained through extensive professional development and operational experience or tertiary qualification(s), post graduate education or other formal qualification(s).
- Applies high level evidence and judgement in informing and leading service quality and service improvement activities, shaping service delivery and making a contribution to the wider development of technical competence
- Utilises knowledge and skills in contributing to research and/or development activities of the relevant discipline or service area

Accountability (HP4)

Professional Clinical Stream

- Exercises independent professional clinical judgement in providing clinical services of a complex nature where principles, procedures, techniques or methods require expansion, adaptation or modification, without the need for direct regular clinical practice supervision
- Provides clinical practice supervision to HP3 level assistants and clinical support staff, to ensure the maintenance of professional clinical standards
- Responsible for monitoring and reporting clinical work practices and outcomes within clinical service area and initiating, planning and evaluating local service improvement activities
- Assume the primary role of designated clinical educator, including responsibilities as clinical educator for pre-entry level clinical students or staff, and independently coordinates local clinical education programs
- Contribute to clinical research activities within work unit, or have a designated role as a researcher within a project team with demonstrated research outcomes
- Provides general clinical advice to professional and operational supervisors and relevant service managers regarding service delivery, equipment, technology and the prioritisation and development of clinical services

Professional Management Stream

- Responsible for the day to day management of a small discipline specific or multidisciplinary professional team. Responsibilities include assistance with performance management, training of subordinate staff, coordination of student clinical placements, assistance and input into strategic planning at a Department, District, or Service Area level and responsibility for the monitoring of professional standards and quality outcomes from subordinate staff and/or work unit
- Responsible for the appropriate management of allocated resources in defined areas, under operational supervision from senior staff
- No significant Departmental/ Work Unit Cost Centre responsibility is evident at this level

Technical Stream

- Responsible for providing expert, independent technical services of a complex nature
- Responsible for providing expert technical advice within the specific area of expertise to relevant stakeholders regarding standards and service development
- Operational management and resource allocation responsibilities for a technical work unit
- Responsible for the day to day operational management of a technical work unit or work units, including responsibility for quality assessment, performance appraisal and other operational issues, across one or more sites
- Accountable for the administration, direction and control of the asset management and financial management of one or more cost centres
- Provide clinical and technical practice supervision to HP2 and HP3 level employees within area(s) of expertise, including performance management
- Leads change through quality and service improvement activities and the development of better practice

HEALTH PRACTITIONER FIVE (HP 5)

Scope and Nature of Level

Professional Clinical Stream

Professional clinical positions at Level 5 may have a clinical, education or research focus, or may involve elements of all three.

Clinical positions at Health Practitioner 5 demonstrate a specialist level of knowledge, skills, experience and clinical leadership within the professional and/or multidisciplinary team, or alternatively demonstrate an advanced level of knowledge, skills, experience and clinical leadership across two or more (multi-specialty) clinical areas, recognised at a District, Area Health Service, or Service Area level. Duties are performed through the fully independent application of clinical expertise and use of established specialised techniques. The position also contributes to the development of professional competence in their given area.

Professional Management Stream

Management positions at Health Practitioner 5 demonstrate well-developed general clinical expertise and with a high level of formal managerial responsibility. Operating with responsibility for management of a medium sized discipline specific or multidisciplinary team, management will be operational or resource management focused, with a formal role in the performance appraisal and management of subordinate staff. The strategic focus will usually be Facility or Service based, with single or multi-site responsibilities.

Alternatively, the position may also be a sole practitioner, based in a hospital or facility where there is no other clinician from that profession, with formal management responsibilities across multiple sites or settings.

Technical Stream

Technical positions at Health Practitioner level 5 demonstrate expert technical knowledge and skills in their given discipline, with a high level of managerial responsibility across large and diverse multi-disciplinary technical teams across multiple sites. Management will be strategically-focused across the State, with accountabilities focused on leading service delivery in the given technical function. Responsibilities will also include integration of service delivery with professional healthcare stakeholder groups across the State.

Role Context (HP 5)

Knowledge, Skills and Expertise

Professional Clinical Stream

- Demonstrates specialist knowledge of and specialist level clinical skills in complex contemporary clinical practice standards, or alternatively demonstrates an advanced level of knowledge, skills and clinical leadership across two or more clinical areas as a general specialist
- Demonstrates recognised expertise, knowledge and skills obtained through significant professional development activities, post graduate education or formal qualification(s)
- Utilises evidence based practice to apply knowledge and skills that facilitate novel, complex, critical discipline specific or multidisciplinary clinical decisions, with minimal clinical practice supervision
- Applies high level evidence and judgement in advising senior professional management on and leading service quality and service improvement activities, shaping service delivery and making a contribution to the development of professional competence
- Utilises knowledge and skills in contributing to formal research and developing the knowledge base of the professional discipline or multidisciplinary service area

Professional Management Stream

- Demonstrates well developed general clinical knowledge, skills and expertise
- Demonstrates high level management skills, especially in the areas of operational management and resource allocation
- Demonstrates ability to supply strategic direction to a healthcare team operating within or across a District or Service Area
- Demonstrates ability to manage a medium-sized professional team, including high level conflict management and interpersonal skills
- Demonstrates recognised expertise obtained through significant professional development activities, post graduate education or formal qualification(s)

Technical Stream

- Demonstrates well-developed technical knowledge, skills and expertise in their specific technical area
- Demonstrates ability to supply strategic direction to a technical team operating over multiple sites across the State
- Demonstrates high level management skills across diverse multi-disciplinary technical fields
- Demonstrates high level management skills in the areas of strategic resource allocation
- Demonstrates ability to facilitate service integration with professional healthcare groups, including high-level skills in negotiation and stakeholder management
- Demonstrates recognised expertise obtained through tertiary qualification(s) or extensive operational experience

Accountability (HP5)

Professional Clinical Stream

- Accountable for providing independent high level specialist clinical services, or generalist clinical services of a complex and critical nature with significant scope, with only periodic or occasional direct clinical practice supervision
- Provides clinical practice and operational supervision to HP3 and HP4 level clinicians within area(s) of expertise, including a role in performance management
- Leads change through service-wide quality and service improvement activities and the development of better practice
- Provides high level specialist clinical advice within specific expertise to professional and operational supervisors, relevant service managers and other relevant stakeholders regarding professional standards and clinical service development
- In primarily educator roles, assumes the roles of both full time staff or student educator, and supporting resource/coordinator of other educator staff across facilities, Districts or Service Areas. Also participates in the development of education and training initiatives within a discipline or service area.
- In primarily research roles, will be responsible for clinical research projects within a facility of significant scope and clinical importance to Qld Health, with outcomes influencing clinical processes and standards of clinical practice

Professional Management Stream

- Responsible for operational management and resource allocation for a medium-sized team
- Responsible for the day to day management of a medium-sized team, including responsibility for performance appraisal and other general people management issues
- Strategic planning responsibilities at a District level across one or more sites
- Accountability for the administration, direction and control of the asset management and financial management of one or more cost centres

Technical Stream

- Provide authoritative counsel to relevant stakeholders on matters falling within their area of technical knowledge, expertise and responsibility
 - Responsible for the strategic management of large and diverse technical teams at multiple sites across the State
 - Responsible for leadership in relation to coordination and integration of overall service delivery of a given technical function
 - Accountability for the administration, direction and control of the asset management and financial management of one or more cost centres
-

HEALTH PRACTITIONER SIX (HP 6)

Scope and Nature of Level

Professional Clinical Stream

Professional clinical positions at Level 6 may have a clinical, education or research focus, or may involve elements of all three.

Clinical positions at Health Practitioner 6 are recognised State-wide as holding an expert level of knowledge, skills, experience and clinical leadership within the professional and/or multidisciplinary team. Duties are performed in a consultant capacity, providing clinical expertise and utilising expert command of specialised techniques. The position will, contribute to the development of professional competence in their given area on a State-wide basis.

Professional Management Stream

Management positions at Health Practitioner 6 demonstrate well-developed clinical expertise in their given area, with a high level of managerial responsibility across a large professional team or a diverse multi-disciplinary team within a large facility or speciality health service. Management will be operational or resource management focused, with accountabilities for performance appraisal and management of subordinate staff. The professional focus will often be District-wide and may involve alignment across multiple specialties or settings.

Role Context

Knowledge, Skills and Expertise

Professional Clinical Stream

- Demonstrates expert level of knowledge, clinical skills, problem solving skills and experience of complex contemporary clinical practice standards, and is recognised for this expertise as a resource for State-wide clinical advice and consultation
- Demonstrates recognised expertise, knowledge and skills obtained through formal qualification(s), post graduate education or significant professional development activities
- Demonstrates active leadership in the development of high level service improvement initiatives and professional competence in the given clinical area on a State-wide basis
- Demonstrates a contribution to research and knowledge in given discipline through publication in peer reviewed journals

Professional Management Stream

- Demonstrates well-developed clinical knowledge, skills and expertise in their specific area or across a variety of areas
- Demonstrates high level management skills across a large professional team which may have a multi-disciplinary makeup
- Demonstrates ability to supply strategic direction to a team operating within a large facility or District over multiple sites/settings or multiple specialty areas/divisions
- Demonstrates ability to advocate for health service, facility or Area generally on matters of high importance, utilising high level negotiation and conflict management skills

Professional Management Stream (Continued) (HP6)

- Demonstrates a degree of managerial leadership in the development of professional standards on a State-Wide basis, as demonstrated through work broadly within the profession
- Demonstrates recognised expertise obtained through formal qualification(s), post graduate education or significant professional development activities
- Contribute to research in discipline, as demonstrated through publication in peer reviewed journals or significant equivalent publications

Accountability**Professional Clinical Stream**

- Provides authoritative counsel in matters relating to clinical area of expertise, to stakeholders both within and outside the discipline
- Exhibits leadership and advocacy in the development of professional competence in the given clinical area on a state-wide basis
- Demonstrates active leadership in the professional clinical practice supervision and education of staff and students within their area of specialty or general expertise and provides expert training and guidance to advanced level clinicians looking to build specialist capability in their given clinical area
- Responsible for solving large-scale complex clinical service or work-flow problems through recognised expertise, high level interpretation of existing health service systems, professional standards and other pertinent external considerations
- In primary educator roles, assume Area or State-wide responsibilities for staff or student education, maintain formal links to tertiary institutions and lead the development of education and training initiatives within a discipline or service area
- In primarily research roles, 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
 - Note 1: research positions at this level would require one or more of the following mandatory qualifications:
 - relevant postgraduate research qualification (ie. Research Masters or PhD)
 - equivalent significant publishing history
 - history of success in obtaining competitive research grants.
 - Note 2: responsibilities for research positions at this level may include management of a research-specific cost centre

Professional Management Stream

- Provide authoritative counsel to relevant stakeholders on matters falling within their area of professional knowledge, expertise and responsibility
- Responsible for all aspects of operational management of a team within a large health facility or Service Area including responsibility for facilitating staff development, performance appraisal and other general people management issues
- Strategic planning responsibilities at a District level across multiple health services or sites
- Accountable for the administration, direction and control of the asset management and financial management of one or more cost centres

HEALTH PRACTITIONER SEVEN (HP 7)

Scope and Nature of Level

Professional Clinical Stream

Clinical positions at Health Practitioner 7 demonstrate an expert level of knowledge, skills and experience, provide strategic clinical leadership within the professional and/or multidisciplinary team that would be recognised either State-wide or Nationally. Duties are performed in a strategic consulting capacity, providing clinical expertise and utilising expert command of specialised techniques. The position is integral to the development of professional competence in their given area on a State-wide basis.

Professional Management Stream

Management positions at Health Practitioner 7 demonstrate a high level of clinical expertise in their given area, with managerial responsibility across large professional or multidisciplinary teams and/or including strategic level State-wide advocacy of a professional discipline or group of disciplines of importance to Qld Health. Operating with responsibility for management of a major complex service at a tertiary referral hospital or multiple hospitals/facilities across a District/Area or State, operational management responsibilities will include full accountabilities for performance appraisal and management of subordinate staff. The strategic focus of the role will be significant, and involve District/ Area or State-wide focus and involve alignment across multiple sites and multiple services. The position is expected to be capable of utilising a high level of expertise in agency policies and standards toward problem solving and, in doing so, challenge existing protocols and contribute to new policy as appropriate.

Role Context

Knowledge, Skills and Expertise

Professional Clinical Stream

Demonstrates ability to apply an expert level of clinical knowledge, skills and expertise in their given area in a strategic state-wide capacity, over multiple sites and disciplines. Above is evidenced by attainment of post graduate qualification(s), contribution to research in given discipline through publication in peer reviewed journals or equivalent professional development. Demonstrates ability to apply high level expertise in agency policies and standards toward complex problem solving and the creation of novel solutions. Demonstrates ability to challenge existing agency protocols and contribute to new policy. Demonstrates ability to advocate for professional discipline on State matters of high importance in given area, utilising high level negotiation and conflict management. Demonstrates high level leadership in the development of professional standards in the given clinical area on a state-wide basis, as demonstrated through leading position within the professional discipline

Professional Management Stream · (HP7)

Demonstrates strategic level management skills across large, diverse and/or complex professional teams or disciplines, which may have State-wide operation, of significant importance to Qld Health. Demonstrates ability to supply strategic direction to a large professional team operating at a tertiary referral hospital; or over multiple sites and services; or within a State-wide area. Demonstrates ability to apply high level expertise in agency policies and standards toward complex problem solving and the creation of novel solutions. Demonstrates ability to challenge existing agency protocols and contribute to new policy. Demonstrates ability to advocate for professional discipline on State matters of high importance in given area, utilising high level negotiation and conflict management. Demonstrates high level leadership in the development of professional standards in the given clinical area on a state-wide basis, as demonstrated through leading position within the professional discipline.

Accountability

Professional Clinical Stream

- Provides authoritative state-wide counsel in matters relating to clinical area of expertise, to stakeholders both within and outside the discipline, the greater Queensland Health and the Health Sector
- Exhibits strategic leadership and direction in the development of professional competence in the given clinical area on a state-wide basis
- Demonstrates active leadership across Queensland in the professional development of staff and students within their area of specialty, and provides expert training and guidance to advanced level clinicians looking to build specialist capability in their given clinical area
- Responsible for solving large-scale complex clinical service or work-flow problems through recognised expertise, high level interpretation of existing health service systems, professional standards and other pertinent external considerations
- In primarily educator_roles, assume State-wide responsibilities for staff or student education, with formal links to tertiary institutions and lead the development of education and training initiatives within the greater Queensland Health
- In primarily research roles, responsible for clinical research projects of critical clinical importance across Queensland Health, with outcomes influencing clinical processes and standards of clinical practice
 - Note 1: research positions at this level would require one or more of the following mandatory qualifications:
 - relevant postgraduate research qualification (ie. Research Masters or PhD)
 - equivalent significant publishing history
 - history of success in obtaining competitive research grants.
 - Note 2: responsibilities for research positions at this level may include management of a research-specific cost centre

Professional Management Stream

- Accountable for all initiatives undertaken, including its flow on implications
- Accountable for all professional counsel provided to interested stakeholders
- Responsible for all aspects of operational management of their given jurisdiction, including responsibility for facilitating staff development, performance appraisal and other general people management issues
- Strategic planning responsibilities across multiple sites and services at a District/ Area or State level
- Accountable for the administration, direction and control of the asset management and financial management of one or more cost centres

HEALTH PRACTITIONER EIGHT (HP 8)

Scope and Nature of Level

Management positions at Health Practitioner 8 demonstrate an expert level of clinical expertise in their given area and provide authoritative advice on relevant professional standards.

Positions at this level will perform a range of high level responsibilities which may include:

- creating a strategic framework and directing the development of professional competence within a discipline area and relevant multi-disciplinary services on a State-wide basis;
- establishing frameworks for the advancement and integration of disciplines to support the delivery of quality State-wide health services within relevant agency-based, governmental and national directions; or
- strategically managing a large professional discipline or multi-disciplinary workforce providing health services State-wide.

Actively contributes to overall corporate strategy, and accountable for creating health service initiatives to achieve corporate level health outcomes and in doing so challenges existing protocols and initiates and leads policy changes. The position is a key driver facilitating high quality State-wide standards of performance, safety, patient care and inter-service coordination in its given discipline or multi-disciplinary workforce area.

The Director-General will determine the salary level for appointment to the HP8 classification level having regard for the context of the position and the responsibilities required.

Role Context

Knowledge, Skills and Expertise

- Demonstrates an expert level of clinical knowledge, skills and expertise in their given discipline or multi-disciplinary workforce area.
- Demonstrates strategic level management skills across the operation of a large professional discipline or multidisciplinary workforce, including strategic alignment of direction with relevant agency, governmental and national health policies
- Demonstrates ability to apply high level-expertise to develop agency policies and standards to enhance clinical practice and achieve better health outcomes
- Demonstrates ability to actively initiate and lead the development of corporate strategy, advocating authoritatively on a state-wide, national or international basis
- Demonstrates strategic leadership in the state-wide future development of the professional discipline/s, provisioning formal plans to ensure ongoing high quality standards of performance, safety, patient care and inter-service coordination
- Demonstrates attainment of a relevant post-graduate qualification or equivalent professional development and experience
- Demonstrates professional leadership through harnessing knowledge to contribute to the development of discipline or multi-disciplinary service areas, including incorporation of evidence based initiatives into clinical practice.
- Contribute to research in given discipline through provision of a body of knowledge demonstrated by a record of achievement in publication in peer reviewed journals.

Accountability (HP8)

- Fully accountable for development and implementations of initiatives toward achieving corporate goals, including their flow on implications
 - Fully accountable for input into corporate policy, and all other professional counsel provided to interested stakeholders
 - Responsible for all aspects of management of their given jurisdiction, including responsibility for operational matters (such as facilitating staff development and performance appraisal) and leadership in people management
 - Accountable for the administration, direction and control of the asset management and financial management of one or more cost centres
 - Is a representative on an executive management team
-