

Position Description

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| Employment Agreement: | Individual Employment Agreement |
| Position Title: | Unit Manager – Eyes and ENT (Dunedin) |
| Service & Directorate: | Surgical Services & Radiology Directorate |
| Location: | Dunedin |
| Reports to: | Service Manager, Specialist Surgery |
| DHB Delegation Level: | Level Five |
| Number of direct reports: | 45 |
| Date: | April 2021 |

Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing

We seek excellence through a culture of learning, enquiry, service and caring

Our Shared Values and Behaviours

| Kind <i>Manaakitanga</i> | Open <i>Pono</i> | Positive <i>Whaiwhakaaro</i> | Community <i>Whanaungatanga</i> |
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| <p>Looking after our people: We respect and support each other. Our hospitality and kindness foster better care.</p> | <p>Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.</p> | <p>Best action: We are thoughtful, bring a positive attitude and are always looking to do things better.</p> | <p>As family: We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.</p> |

Our statutory purpose

To improve, promote and protect the health of our population

Promote the integration of health services across primary and secondary care services

Seek the optimum arrangement for the most effective and efficient delivery of health services

Promote effective care or support for those in need of personal health or disability support services

Promote the inclusion and participation in society and the independence of people with disabilities

Reduce health disparities by improving health outcomes for Māori and other population groups

Foster community participation in health improvement and in planning for the provision of and

changes to the provision of services

Uphold the ethical and quality standards expected of use and to exhibit a sense of social and

environmental responsibility

PURPOSE OF ROLE

The Unit Manager (UM) will lead and manage the assigned services, providing operational leadership and coordination, while ensuring efficient, effective and safe services within available resources.

The UM focus will be on sustainable, long term quality improvement initiatives to ensure maximum efficiency within the department and an excellent patient journey. The focus on ensuring the patient is seen in the right environment (Primary, secondary or community care) on time and as smoothly as possible needs to be the focus of the UM role along with day to day Managerial tasks and ensuring the smooth running of the services.

Main Objectives:

- Ensuring human resource management activities are undertaken appropriate for all staff including recruitment, payroll, professional development, performance appraisals and performance management where indicated.
- Ensure any identified risk to patients or the organisation are managed and mitigated/escalated appropriately.
- Providing leadership and direction to the services to ensure a good working environment to our teams and a good experience for our patients and families.

Competencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

Organisational Competencies

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| Customer Focus | Is dedicated to meeting the expectations and requirements of internal and external customers; gets firsthand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect |
| Integrity and Trust | Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain. |
| Drive for Results | Can be counted on to exceed goals successfully; Is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results. |

Role Specific Competencies

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| Listening | Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees. |
| Managing and Measuring Work | Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work |
| Building Effective Teams | Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team. |

| KEY RELATIONSHIPS | |
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| Within Southern DHB | External to Southern DHB |
| <ul style="list-style-type: none"> • Service & General Managers | <ul style="list-style-type: none"> • Client/patients/ Family/ Whanau/Caregivers |
| <ul style="list-style-type: none"> • Ophthalmologists | <ul style="list-style-type: none"> • Rural Hospital Outpatient Departments |
| <ul style="list-style-type: none"> • Allied health and technical staff, Nurses, administrators | <ul style="list-style-type: none"> • Other community services (as appropriate) |
| <ul style="list-style-type: none"> • Allied Health Professional Leaders | <ul style="list-style-type: none"> • Unions |
| <ul style="list-style-type: none"> • Other Health Professionals | <ul style="list-style-type: none"> • GPs |

PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

| | ESSENTIAL | DESIRABLE |
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| Education and Qualifications (or equivalent level of learning) | <ul style="list-style-type: none"> • Minimum 2 years of Management Experience and/or qualification or working towards one. | <ul style="list-style-type: none"> • Healthcare experience or qualification • Relevant postgraduate qualification |
| Experience | <ul style="list-style-type: none"> • Demonstrated strong leadership skills | <ul style="list-style-type: none"> • Knowledge of and demonstrates use of adult learning principles |
| Knowledge and Skills | <ul style="list-style-type: none"> • High level of interpersonal and communication skills • Demonstrate computer literacy with a broad understanding of computer skills • Full clean drivers' licence | |
| Personal Qualities | <ul style="list-style-type: none"> • Ability to work in a supportive and honest manner • Accept responsibility for own actions • Highly motivated, multitasker | |

KEY RESULT AREAS:

| Key Accountabilities: | Example of successful delivery of duties and responsibilities |
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| Delegated Clinical Responsibilities | |
| <ul style="list-style-type: none"> • Under direction of relevant Health professional(s), implements testing that takes into consideration client/patient preferences • Accepts responsibility for own actions and decisions within area of work. • Relays results and information appropriate to the needs of the client/patient. • Facilitates client/patient responsibility to maintain and promote health. | <ul style="list-style-type: none"> • Demonstrates respect, empathy/understanding and interest in client/patients. • Provides practical support for other team members to facilitate patient/client goals. |

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| Communication | |
| <ul style="list-style-type: none"> Regularly reports information about the patient/client's intervention to relevant Health professional. Relays information to patients/clients in a way that protects their rights and to allow informed decisions. Uses a variety of communication strategies when required. Establishes rapport and trust with client/patient/family/whanau. | <ul style="list-style-type: none"> Updates Health professional/Multidisciplinary Team (MDT) on progress and effectiveness of interventions. Ability to use alternative modes of communication. |
| Teamwork | |
| <ul style="list-style-type: none"> Participate in and contribute to the functioning of the team. Establish and maintain an effective working relationship with other staff. | <ul style="list-style-type: none"> Participate as a team member to ensure the best outcomes for patients/people. |
| Culturally Sensitive Practice | |
| <ul style="list-style-type: none"> Practices in a culturally safe manner. | <ul style="list-style-type: none"> Assists patients/clients to gain appropriate support and representation which reflects their cultural needs and preferences. |
| Legislative Requirements | |
| <ul style="list-style-type: none"> Demonstrates knowledge of policies and procedural guidelines that have implications for day to day work. As directed by Allied Health professional(s), practises in accordance with relevant legislation/codes/policies and upholds patients/clients' rights. | <ul style="list-style-type: none"> Adheres to Southern District Health Board and legislative standards of practice. Maintains confidentiality of patient information. |
| Documentation | |
| <ul style="list-style-type: none"> Adheres to the Southern DHB Health Record Documentation Standards (District). NB: clinical notes will be monitored/supported by appropriate Allied Health professional. | <ul style="list-style-type: none"> Documentation is timely, clear, concise and accurate. Demonstrates literacy and computer skills essential for own practice and to support other team members. |
| Other Duties | |
| <p>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</p> <p>Act as a role model for the Southern DHB Organisational Values.</p> | <ul style="list-style-type: none"> You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness. You produce work that complies with SDHB processes and reflects best practice. Research undertaken is robust and well considered. Live and support the DHB values in everything you do. |
| Professional Development – self | |
| <p>Identifying areas for personal and professional development.</p> | <ul style="list-style-type: none"> Training and development goals are identified/agreed with your Manager. Performance objectives reviewed annually with your Manager. You actively seek feedback and accept constructive criticism. |

| Health, Safety and Wellbeing | |
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| Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems. | <ul style="list-style-type: none"> You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures. You actively encourage and challenge your peers to work in a safe manner. Effort is made to strive for best practice in Health and Safety at all times. |
| Treaty of Waitangi | |
| Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis. | <ul style="list-style-type: none"> <i>Partnership</i> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other. <i>Participation</i> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education. <i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori. |

Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and Manager.

CHANGES TO POSITION DESCRIPTION

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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| Employee | Date |
| Manager | Date |