

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>Service Support Manager – General Surgery</b>
Service & Directorate:	Surgical Services & Radiology
Location:	Dunedin
Reports to:	Service Manager – General Surgery, Orthopaedics & Plastics
DHB Delegation Level:	Tier 5
Number of direct reports:	Nil
Date:	September 2020

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

### 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
<p>The purpose of the Service Support Manager (SSM) is to assist and work collaboratively with the Service Manager (SM) to lead and manage the assigned service, to provide an efficient, effective and safe service, within the available resources.</p> <p>The SSM supports the SM, monitors and mitigates risk, actively engages in quality initiatives and coordinates the day-to-day functioning of the General Surgery Service to ensure operational management that is consistent with the organisation's visions and values.</p> <p>This position does not encompass budget responsibility, but has delegation of authority for operational management of staff within the service of a day-to-day basis.</p>
<p><b>Area/Role specific requirements:</b></p> <p>The objectives of the SSM are to contribute to the delivery of clinical and operational services by:</p> <ul style="list-style-type: none"> <li>• Providing leadership, coordination and management to the services, acting as a role model.</li> <li>• Ensuring rosters are current, compliant and covered.</li> <li>• Ensuring human resource management activities are undertaken appropriately for all staff, in conjunction with Professional Leaders where appropriate.</li> <li>• Supporting clinical and operational teams to ensure both service and clinical requirements and responsibilities are met.</li> <li>• Delivering the philosophy and practice of an organisation wide systems approach to service and operational processes.</li> <li>• Ensuring service delivery is achieved within approved business/activity plans and financial budgets.</li> <li>• Completing and providing regular reports on service performance and service activity, providing comment and developing risk mitigating strategies on issues that threaten to impact on the financial, clinical and operational performance of the service.</li> <li>• Ensuring capital expenditure planning is robust, forward looking, plant and equipment is maintained, replaced and/or purchased as appropriate to meet expected capacity requirements and within the Delegations of Authority.</li> <li>• Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.</li> <li>• Fostering a culture of innovation and strategic thinking.</li> <li>• Providing support to the Service Manager, and acting up for the Service Manager as required.</li> </ul>

## 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	
<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand 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.
<b>Integrity and Trust</b>	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.
<b>Drive For Results</b>	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.
Management Competencies	
<b>Decision Quality</b>	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

<b>Process Management</b>	Good at figuring out the process necessary to get things done; knows how to organise people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
<b>Organisational Agility</b>	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices and procedures; understands the cultures of organisations.
<b>Building Effective Teams</b>	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.
<b>Problem Solving</b>	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
<b>Managing and Measuring Work</b>	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

<b>KEY RELATIONSHIPS</b>	
<b>Within Southern DHB</b>	<b>External to Southern DHB</b>
• Surgical Medical Director	• Patients, families and whānau
• Clinical Leaders/Directors	• Other service providers (GP Practices and NGO)
• Specialist and registrar medical Staff	• Health & Welfare and other external Agencies
• Service Nursing staff	• Relevant Support Groups
• Service administration staff	• University of Otago, School of Medicine, Otago Polytechnic
• Other Service Managers	• Professional Colleges and registration bodies
• Relevant General Managers	• Ministry of Health
• Relevant Charge Nurse Managers/Unit Managers	
• Southern DHB-wide staff	
• Strategy, Primary and Community	
• Specialist Services	

## **PERSON SPECIFICATION**

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

	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>• Diploma or bachelor qualification in a relevant field e.g. commerce, health or business management.</li> </ul>	<ul style="list-style-type: none"> <li>• Post-graduate qualification in a relevant field.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• 5 years' experience of people management</li> <li>• Proven experience in budgeting.</li> <li>• Proven experience in meeting and exceeding expected performance targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant experience in patient safety, maintaining performance and its application to the health sector.</li> </ul>

<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>• Knowledge of the health and disability sector.</li> <li>• Excellent communicator, with a high level of interpersonal skills, with the ability to develop effective relationships both internally and externally.</li> <li>• Strong leadership skills.</li> <li>• Ability to think strategically while managing functional responsibilities on a daily basis.</li> </ul>	
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Commitment and personal accountability.</li> <li>• Accepts responsibility for actions and the ability to learn.</li> <li>• Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation.</li> <li>• Ability to 'work together' in a helpful and truthful manner. Ability to motivate.</li> <li>• Acts with discretion, sensitivity and integrity at all times.</li> <li>• Is adaptable and flexible – open to change (positive or negative).</li> <li>• Maintains an exceptionally high level of confidentiality.</li> </ul>	

**KEY RESULT AREAS:**

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>	
<p><b>Operational Management</b> Co-lead, plan and implement efficient and effective service delivery processes.</p>		
<ul style="list-style-type: none"> <li>• Assist in leading and managing the Service in accordance with operational plans and budgets.</li> <li>• Prepare service activity plans, and provide regular reports regarding progress against plan.</li> <li>• Meet contract performance requirements, reporting variances and adjusting service delivery arrangements as necessary in conjunction with the SM.</li> <li>• In conjunction with the SM, ensure service planning and delivery complies with Ministry of Health elective service performance indicator standards (where applicable).</li> <li>• Ensure service delivery complies with Health and Disability sector standards and relevant legislation, and is achieved within approved business plans and financial budgets</li> <li>• Build and maintain effective relationships and communication mechanisms with service staff, associated clinical and support services, and external agencies as applicable.</li> <li>• Ensure adherence to the Southern DHB delegations of authority across the services.</li> <li>• Implement and support the philosophy and practice of Southern DHB wide policies and processes.</li> <li>• Effectively utilise Southern DHB information systems and data for analysis of service delivery activities, development of service initiatives and reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful development and implementation of service activity plans.</li> <li>• Evidence of service planning completed to align with Ministry of Health Performance Indicators.</li> <li>• Constructive and effective relationships.</li> <li>• Health and disability services delivered to contract in a timely, efficient and effective manner within the budget parameters.</li> <li>• Care pathways and models of care are regularly monitored and audited.</li> <li>• Monthly reports are generated addressing any variances and corrective actions are stated.</li> </ul>	

<ul style="list-style-type: none"> <li>• Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery.</li> <li>• Identify, lead and manage projects to improve service efficiency and effectiveness.</li> </ul>	
<p><b>Staff Management and Planning</b></p> <p>Ensure the service/s is/are appropriately staffed. Best practice human resource standards are met, in conjunction with Professional Leaders where applicable. Effectively lead and manage assigned staff in order to develop and maintain a cohesive and productive team. Ensure effective communication within service.</p>	
<ul style="list-style-type: none"> <li>• Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources when appropriate.</li> <li>• Assist in developing a comprehensive staffing plan for all staff groups that recognises potential shortcomings and identifies strategies to address gaps both short and long term.</li> <li>• Develop a communication strategy that facilitates effective and timely communication within and across services.</li> <li>• Ensure effective recruitment, orientation, rostering and administration of service staff in accordance with Southern DHB policies.</li> <li>• Assist in ensuring timely staff appraisal and feedback structures are in place.</li> <li>• Assist in ensuring appropriately budgeted training and development plans are in place for all staff. In conjunction with the Knowledge Centre and service staff, ensure in-service training and education is carried out to maintain quality of service.</li> <li>• Maximise opportunities to create a harmonious working environment. Show positive leadership and seek feedback.</li> <li>• Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave.</li> <li>• Monitor controls and practices to ensure accuracy and timeliness in rostering and payroll transactions and compliance with OneStaff (staff management system).</li> </ul>	<ul style="list-style-type: none"> <li>• Active professional development programme for staff in place.</li> <li>• Evidence of a team-based approach within the functional groups for who line accountability is held.</li> </ul>
<p><b>Quality and Risk Management</b></p> <p>Manage service quality and risk programmes. Lead and manage certification and accreditation within services. Foster a quality improvement culture.</p>	
<ul style="list-style-type: none"> <li>• Assist and administer service-wide quality and risk programmes and action plans in accordance with Southern DHB policy.</li> <li>• Ensure compliance with all relevant standards and legislation including health and safety and professional regulations.</li> <li>• Investigate complaints, incidents and other matters as required, reporting outcomes as required including development of action plans to facilitate service development.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality improvement is understood and embedded in the way we operate.</li> <li>• Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery.</li> <li>• Auditing is completed in a timely manner of all hazards and incidents / accidents.</li> </ul>

<ul style="list-style-type: none"> <li>Proactively develop new unit or service policies and protocols if required.</li> <li>Ensure research and/or trial proposals contain complete and comprehensive documentation and that the costs to Southern DHB are fully recoverable and the indemnity covers all Southern DHB risks.</li> <li>Support and demonstrate the philosophy and practice of an organisational wide systems approach to service and operational processes.</li> </ul>	
<b>Contribution to Organisational Leadership</b>	
<ul style="list-style-type: none"> <li>Participate collectively with other Managers and Coordinators to provide a collaborative service management function.</li> <li>Lead and assist focus groups/projects that advance issues and strategies of service /organisational priority.</li> <li>Provide support and cover for the Service Manager when required.</li> <li>Provide leadership and management to the services, act as a role model for the Southern DHB organisational values.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and management capability is developed.</li> <li>Cover for Directorate management teams is provided where needed.</li> <li>Live and support the DHB values in everything you do.</li> </ul>
<b>Other Duties</b>	
<ul style="list-style-type: none"> <li>Undertake duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</li> </ul>	<ul style="list-style-type: none"> <li>You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.</li> <li>You produce work that complies with SDHB processes and reflects best practice.</li> <li>Research undertaken is robust and well considered.</li> </ul>
<b>Professional Development – self</b>	
<ul style="list-style-type: none"> <li>Identify areas for personal and professional development.</li> </ul>	<ul style="list-style-type: none"> <li>Training and development goals are identified/agreed with your manager.</li> <li>Performance objectives reviewed annually with your manager.</li> <li>You actively seek feedback and accept constructive criticism.</li> </ul>
<b>Health, Safety and Wellbeing</b>	
<ul style="list-style-type: none"> <li>Take 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.</li> </ul>	<ul style="list-style-type: none"> <li>You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures.</li> <li>You actively encourage and challenge your peers to work in a safe manner.</li> <li>Effort is made to strive for best practice in Health and Safety at all times.</li> </ul>
<b>Treaty of Waitangi</b>	
<ul style="list-style-type: none"> <li>Give effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.</li> </ul>	<ul style="list-style-type: none"> <li><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.</li> <li><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</li> </ul>

	<p>hard to remove barriers of access to health and education.</p> <ul style="list-style-type: none"> <li>• <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.</li> </ul>
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**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

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Date

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Manager

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Date