

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>Chief Medical Officer</b>
Service & Directorate:	Executive Leadership Team
Location:	Dunedin
Reports to:	Chief Executive Officer
DHB Delegation Level:	Tier 2
Number of direct reports:	Operationally 1.5 FTE; Professionally 2 FTE
Date:	July 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>
<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
The Chief Medical Officer has professional responsibilities and will work in partnership with Executive Directors and other professional leaders to ensure both operational and professional direction are aligned.
<p><b>Area/Role specific requirements:</b></p> <p>Key accountabilities include:</p> <ul style="list-style-type: none"> <li>• Assisting the DHB in achieving the goals of the Southern Strategic Health Plan through fostering professionalism in medical professionals.</li> <li>• Providing advice to the Board, Executive Leadership Team and the Alliance Leadership Team on clinical governance and medical standards.</li> <li>• Providing leadership and professional support for medical staff across the Southern health system to ensure contemporary practices are adopted across all services.</li> <li>• Developing effective Medical Director/Clinical Leadership groups with clear accountabilities and purpose of roles.</li> <li>• Fosters innovation and adoption of contemporary models of care and practice.</li> <li>• Working in partnership with the Chief Nursing &amp; Midwifery Officer, Chief Allied Health, Scientific &amp; Technical Officer, Chief Primary Care Advisor and the Chair of the Clinical Board to ensure that we consider multi-disciplinary solutions in everything we do, and that the environment in which clinical excellence can flourish is generated in Southern DHB.</li> <li>• Maintaining an effective relationship with the Executive Director Specialist Services and the Executive Director Strategy, Primary &amp; Community to ensure professional and operational activities are maintained.</li> <li>• Leading the clinical input into the adoption of best of breed technology practices.</li> <li>• Ensuring all medical staff are appropriately credentialed.</li> <li>• Supporting the organisation to comprehensively manage within allocated resources of time, people and money, by promoting efficiency, productivity and quality.</li> <li>• Advocating and representing on behalf of Southern DHB at a national and South Island level to relevant groups.</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/Patient Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers and patients; gets first hand customer/patient information and uses it for improvements in products and services; acts with customers/patients in mind; establishes and maintains effective relationships with customers/patients 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>Listening</b>	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
<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>Informing</b>	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organisation; provides individuals information so that they can make accurate decisions; is timely with information.
<b>Innovative Thinking</b>	Brings an innovative approach in addressing challenges and issues both professionally and organisationally in everything we do.
<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>Business Acumen</b>	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology; and information affecting his/her business and organisation; knows the competition; is aware of how strategies and tactics work in the marketplace.

<b>KEY RELATIONSHIPS</b>	
<b>Within Southern DHB</b>	<b>External to Southern DHB</b>
<ul style="list-style-type: none"> <li>Chief Executive Officer (CEO)</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health</li> </ul>
<ul style="list-style-type: none"> <li>Southern District Health Board/Commissioner and Deputy Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>Medical Council of New Zealand</li> </ul>
<ul style="list-style-type: none"> <li>Executive Leadership Team (ELT)</li> </ul>	<ul style="list-style-type: none"> <li>University of Otago, Otago Polytechnic, Southern Institute of Technology</li> </ul>
<ul style="list-style-type: none"> <li>Senior Clinical Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Dunedin School of Medicine</li> </ul>
<ul style="list-style-type: none"> <li>Medical Directors</li> </ul>	<ul style="list-style-type: none"> <li>PHO</li> </ul>
<ul style="list-style-type: none"> <li>Divisional Teams (clinical and non-clinical)</li> </ul>	<ul style="list-style-type: none"> <li>GPs</li> </ul>
<ul style="list-style-type: none"> <li>RMO Unit</li> </ul>	<ul style="list-style-type: none"> <li>Other related agencies, including ACC, NHB, HWNZ</li> </ul>
<ul style="list-style-type: none"> <li>Hospital Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>DHB's CMO forum</li> </ul>
	<ul style="list-style-type: none"> <li>South Island Alliance</li> </ul>
	<ul style="list-style-type: none"> <li>Professional Colleges</li> </ul>
	<ul style="list-style-type: none"> <li>Rural Health Trusts</li> </ul>
	<ul style="list-style-type: none"> <li>Other District Health Boards</li> </ul>
	<ul style="list-style-type: none"> <li>Community Members</li> </ul>
	<ul style="list-style-type: none"> <li>External contract and service providers</li> </ul>
	<ul style="list-style-type: none"> <li>NGOs and Aged Care Sectors</li> </ul>
	<ul style="list-style-type: none"> <li>Spokesperson/Media – medical and clinical matters</li> </ul>

## PERSON SPECIFICATION

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

	ESSENTIAL	DESIRABLE
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>Qualified medical practitioner with a current practising certificate.</li> </ul>	<ul style="list-style-type: none"> <li>FRACMA</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>At least five years' experience as a vocationally registered specialist and extensive experience in and knowledge of the health sector.</li> <li>Extensive experience in and knowledge of clinical quality and best practice and their application to the health sector.</li> <li>Proven ability to provide professional advice to team members in relation to clinical and operational skills and practice.</li> <li>Demonstrated ability to overview the clinical/operational practice of team members to ensure the needs of both patients and the organisation are appropriately addressed.</li> <li>Experience in developing and implementing strategy.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>An advanced body of knowledge and expertise related to clinical service provision.</li> <li>Knowledge and understanding of the district, local community and relevant/topical issues.</li> <li>Understanding and knowledge of clinical prioritisation models.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>A Senior Medical Officer held in high regard by his/her peers.</li> <li>Strong bias for action and results orientation.</li> <li>Highly experienced, balanced outlook that lends itself to fast, pragmatic decisions and actions based on sound judgement.</li> <li>Holds self and others accountable, appreciates others and different perspectives.</li> <li>Commitment and personal accountability</li> <li>Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation</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:**

Key Accountabilities:	Example of successful delivery of duties and responsibilities:
<b>Strategy and Planning</b>	
<ul style="list-style-type: none"> <li>• In conjunction with the CEO be an advocate and representative at a national and South Island level to promote the interests of Southern DHB.</li> <li>• Liaise with Otago University and School of Medicine, PHOs, GP Practices, and relevant groups regarding the implementation of the Southern Strategic Health Plan.</li> <li>• An environment which puts the patient first and recognises the health continuum across community and hospital services.</li> <li>• Contribute to the development of long range regional and district strategies and business plans.</li> <li>• Support innovation in everything we do to ensure SDHB adopts contemporary models of care across the health system</li> <li>• Support the CEO with development and implementation of the Southern DHB Vision and Values strategies to deliver clinical services across the district.</li> <li>• Communicate the Southern DHB Vision and objectives to all groups.</li> <li>• Develop and lead clinical governance from a district-wide perspective with a focus on quality and patient safety.</li> <li>• Develop, advocate and implement innovative and forward-looking policies, objectives, plans and activities in accordance with legislative imperatives and agreed Southern DHB values and strategies; identifying "gaps" within clinical strategy and recommending appropriate action.</li> <li>• Champion the Southern DHB's strategic clinical direction alongside the Chief Allied Health, Scientific &amp; Technical Officer and Chief Nursing &amp; Midwifery Officer.</li> <li>• Ensure the optimal development of the organisation's medical capability and skills in line with strategic requirements, and ensuring development aligns with the organisation's strategic goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Patient satisfaction survey.</li> <li>• The successful development and implementation of strategic plans and objectives that meet the needs of the Southern District Community.</li> <li>• Participation in the annual accountability documents, including but not limited to the Annual Plan, Strategic Plan and Statement of Intent.</li> <li>• Organisational 'buy-in' to financial constraints and financial limits within the Annual Plan.</li> <li>• Evidence of appropriate clinical involvement in the planning and management of clinical services.</li> </ul>
<b>Clinical Advice and Resource Management</b> Provide Southern DHB clinical advice and management.	
<ul style="list-style-type: none"> <li>• Ensure that safe patient care is maintained at all times. Work closely with the ELT to develop quality clinical systems and processes to support the DHB's service activities.</li> <li>• Take a proactive and integral part in the identification, development and implementation of clinical services across the district.</li> <li>• Provide advice to the Board, CEO and ELT on clinical matters pertaining to health and disability care, particularly in regard to medico-legal issues.</li> <li>• Take a proactive and integral part in assisting the community and hospital sectors to become better integrated and coordinated, including identifying gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Patient satisfaction survey.</li> <li>• Patient safety indicators are within expected targets.</li> <li>• Quality service delivery maintained.</li> <li>• Continued development and improvement of clinical standards that involve or impact on hospital and community care.</li> <li>• Clear and relevant standards and policies affecting clinical practice within hospital and community care.</li> <li>• Provision of useful and timely clinical advice to the ELT, CEO and clinical governance structures.</li> </ul>

<p>within clinical strategy and recommending appropriate action.</p> <ul style="list-style-type: none"> <li>• Work with other members of the clinical governance structure, and senior clinician-manager partnership teams in all matters relating to standards and policies affecting clinical practice.</li> <li>• Support monitoring and analysis of service quality.</li> <li>• Provide oversight for management of public comment on medical matters and the medical aspects of complaints.</li> <li>• Support and give oversight to the improvement of evidenced based clinical standards.</li> <li>• Ensure liaison with external professional bodies including educational institutions, Colleges and the Ministry of Health on clinical matters and related areas (e.g. clinical training and workforce planning).</li> <li>• Provide oversight to ensure compliance with all legal, statutory and organisational policy requirements, particularly in respect of the Medical Council, the Privacy Commissioner and the Health and Disability Commissioner.</li> <li>• Foster the clinician-manager partnership model.</li> </ul>	
<p><b>Clinical Leadership</b> Provide clinical leadership to the medical staff of the DHB, whilst encouraging a broader focus of community and hospital services.</p>	
<ul style="list-style-type: none"> <li>• Ensure the development and implementation of a framework which allows Medical Directors to: <ul style="list-style-type: none"> <li>○ Ensure effective two-way communication within and between Clinical Services;</li> <li>○ Encourage cross-functional integration, support and co-ordination, especially with regard to organisation-wide and Southern DHB goals and objectives; and</li> <li>○ Implement clinical policies and standards in a cohesive manner.</li> </ul> </li> <li>• Provide oversight to allow development and improvement of SMO input concerning resource allocation and decision making.</li> <li>• Ensure appropriate organisational representation and participation at appropriate forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Forums established whereby Medical Directors are able to have input into decision making.</li> <li>• Clear understanding of and engagement with the strategic direction for hospital and community care by Senior Medical Officers (SMOs).</li> </ul>
<p><b>Clinical Practice – Compliance</b> Ensure the development and achievement of externally acknowledged standards of clinical practice and compliance.</p>	
<p>Support compliance and implementation of policies in the following areas:</p> <ul style="list-style-type: none"> <li>• The handling of critical incidents, complaints and the establishment of uniform standards of assessment and sound educational and correctional procedures for the handling of major professional issues.</li> <li>• The investigation of major clinical incidents, complaints and the undertaking of corrective action where necessary.</li> <li>• Maintain oversight of ACC misadventure claims and HDC complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• The DHB complies with best practice clinical audits and review processes.</li> <li>• Prompt and appropriate resolution of issues relating to service provision.</li> </ul>

<ul style="list-style-type: none"> <li>• General oversight of the implementation of credentialing processes and corrective action, including the maintenance of a register of credentialing data for medical staff.</li> <li>• The use of bench marking and the development of best practice.</li> <li>• Reporting to the CEO on the development of clinical audit process and procedures.</li> <li>• Promote the role and value of secondary care.</li> <li>• Provide support to Medical Directors in regards to the management of professional issues.</li> </ul>	
---	--

**Clinical Staff Development and Review**  
Review the performance of Medical Directors and facilitating staff development and succession at all levels of practice.

<ul style="list-style-type: none"> <li>• Reviewing professional performance of Medical Directors in terms of their professional leadership responsibilities and implementation of clinical governance policies.</li> <li>• Review annually the professional leadership and managerial responsibilities of Medical Directors including their implementation of clinical policies and their co-operation in cross-functional and district services.</li> <li>• Provide support to foster the growth of Medical Directors and ensure succession planning for these roles.</li> <li>• Providing a mentoring role to senior medical staff and ensuring appropriate career development through all levels of practice.</li> <li>• Negotiating with external training institutions on issues of training and development and maintaining a close relationship with the Dean/Associate Dean of the Dunedin School of Medicine.</li> <li>• Acting as point of contact for discussions with the Royal Colleges on matters of accreditation of posts and training.</li> </ul>	<ul style="list-style-type: none"> <li>• Development and performance reviews completed annually for all Medical Directors.</li> <li>• Appropriate input into SMO training and development.</li> </ul>
--	---

**Clinical Reputation**  
Enhancing the clinical reputation of the organisation by actively participating in accredited forums both nationally and internationally

<ul style="list-style-type: none"> <li>• Ensuring appropriate organisational representation and participation at national, regional and district forums.</li> <li>• Encourage ongoing research and the publication of clinical material.</li> <li>• Encourage ongoing teaching activity at both the undergraduate and postgraduate level by clinical staff, in collaboration with the Dunedin School of Medicine, to maintain the excellent reputation of the teaching hospitals.</li> <li>• Promoting active collaboration with universities and similar institutions for purposes of joint benefit, and particularly with the Dunedin School of Medicine.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of effective strategies and methods to engage key members in decision making.</li> <li>• You actively participate in and contribute to ELT forums and processes.</li> </ul>
--	---

**Executive Contribution**  
Contribute to the overall planning, coordination and control of DHB affairs by service as a member of the Executive Leadership Team (ELT) and through provision of guidance and advice to the CEO, Board and Committees as appropriate.

<ul style="list-style-type: none"> <li>• Provide advice to the CEO and ELT members on the implications of plans, discussion documents and policies of the DHB, Southern DHB, other district health boards, agencies and government bodies, and of proposed legislative changes relevant to the position.</li> <li>• In conjunction with the ELT ensure decisions are in line with Crown strategies and Board policies, including the Southern DHB Vision.</li> <li>• Support the CEO in championing the development of clinical services across the district, ensuring consistent messages and increased cooperation across teams and services in the Southern DHB region and greater South Island region.</li> <li>• Participate in and maintain the culture of consensus decision making within the ELT.</li> <li>• Advise on the allocation of resources and examine and report on specified major projects.</li> <li>• Liaison with other Southern DHB business units and committees in areas of mutual interest and joint operation.</li> <li>• Contribute to a team environment that fosters and develops effective working relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of effective strategies and methods to engage key members in decision making.</li> <li>• Active participation in and contribution to the ELT forums and processes.</li> <li>• Actively participate in meetings of the Board or committees as required.</li> <li>• Leadership survey responses are positive.</li> </ul>
---	--

**Managing Relationships**

Ensure that all relationships are managed in such a way as to promote the desired image and positively support the activities of Southern DHB to deliver optimum patient outcomes.

In collaboration with the Executive Director Specialist Services, Executive Director Strategy, Primary & Community, Chief Allied Health, Scientific & Technical Officer and Chief Nursing & Midwifery Officer ensure the Clinician – Manager partnership model is implemented throughout the DHB structure.

<ul style="list-style-type: none"> <li>• Foster an environment where the people within our organisation work actively together to promote an optimum patient experience.</li> <li>• Develop effective internal relationships with the ELT and DHB leadership.</li> <li>• Foster active interchange between clinical groups and management.</li> <li>• Liaise with the community, agencies, service groups, organisations and individuals who have associations with the DHB to keep up to date with trends and identify new service and activity opportunities.</li> <li>• Positively represent the Southern DHB, fostering its interests by participating in discussions with individuals, sector forums, community groups and business organisations on relevant matters.</li> <li>• Ensure the Southern DHB views are sought and heard clearly in relation to health management matters, particularly as they relate to the financial management, procurement activities and building &amp; property assets of the organisations.</li> <li>• Engage in relevant inter-sectoral forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Patient Satisfaction Survey responses are positive.</li> <li>• Constructive and effective relationships established with Governance, Funder, and Community within the DHB.</li> <li>• Effective networks established.</li> <li>• Effective representation of the interests of the DHB.</li> <li>• Recognised as an effective contributor to South Island Alliance initiatives.</li> </ul>
--	--

**Team Performance and Development**

In collaboration with the Executive Director Specialist Services, Executive Director Strategy, Primary & Community, Chief Allied Health, Scientific & Technical Officer and Chief Nursing & Midwifery Officer will champion the Clinician – Manager partnership model to develop and maintain a team environment in which the Southern DHB performance is optimised.



<ul style="list-style-type: none"> <li>Promote the philosophy of the Southern DHB Vision and Values among all employees by ensuring that the patient is at the forefront of everything we do.</li> <li>Organise functional teams to ensure the completion of all organisational goals, and ensure effective team management and communications are developed and maintained.</li> <li>Provide a safe, supportive environment that encourages the highest level of personal development and performance of team members.</li> <li>Ensure team members are managed in accordance with good employer practices and current staffing policies and agreements.</li> <li>Ensure progress is made on improving results in the staff engagement feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Effective leadership and management of functional areas.</li> <li>Development and performance reviews completed annually for all direct staff.</li> <li>Active professional development programme for staff.</li> <li>Evidence of a team-based approach within the functional groups for whom line accountability is held.</li> <li>Evidence of effective strategies and methods to engage key members in decision making.</li> <li>Performance Appraisals and Personal development plans are up to date and documented for both reports and the wider service.</li> </ul>
<b>Other Duties</b>	
<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>	<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>	
<p>Identifying areas for personal and professional development.</p>	<ul style="list-style-type: none"> <li>Training and development goals are identified/agreed with your manager.</li> <li>Performance objectives reviewed annual with your manager.</li> <li>You actively seek feedback and accept constructive criticism.</li> </ul>
<b>Health, Safety and Wellbeing</b>	
<p>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.</p>	<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>	
<p>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.</p>	<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 hard to remove barriers of access to health and education.</li> <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>

## 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:

.....  
Employee

.....  
Date

.....  
Manager

.....  
Date