

Allied Health, Scientific & Technical Position Description

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| Employment Agreement: | Allied, Public Health and Technical MECA |
| Position Title: | Allied Health Unit Manager- Southland |
| Service & Directorate: | Strategy Primary and Community |
| Location: | Southland Hospital |
| Reports to: | Service Manager – Community & Rehabilitation |
| DHB Delegation Level: | Level 5 |
| Number of direct reports: | 57 |
| Date: | October 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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| Looking after our people: We respect and support each other. Our hospitality and kindness foster better care. | Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated. | Best action: We are thoughtful, bring a positive attitude and are always looking to do things better. | As family: 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 Unit Manager will lead and manage the assigned services, providing operational leadership and coordination, while ensuring efficient, effective and safe services within available resources. "Allied Health" is used as an umbrella term for Allied Health Scientific and Technical (AHS&T) professional groups that are managed under this role. These groups are: Occupational Therapy, Physiotherapy, Social Work, Dietitians, Speech Language Therapy and Health Psychology, as well as their support roles.

The AHUM is responsible for operational service delivery. This includes leadership & coordination, operational functions, quality and financial performance, human resource management, quality and risk management. The role also includes accreditation, clinical pathway development and other service delivery improvements within the services, in consultation with relevant Allied Health Scientific and Technical (AHS&T) Leaders.

The AHUM is responsible for developing and maintaining an effective and collaborative relationship with all staff but in particular with relevant AHS&T Professional Leaders.

Working in partnership with Professional Leaders – AHS&T, clinical and other staff, the AHUM will contribute to strategic and operational management in a way that is consistent with Southern District Health Board's mission, values and the Southern Way.

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 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. |
| 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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| Managing diversity | Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all. |
| Priority Setting | Able to set priorities in line with clinical needs and current resourcing |
| Problem Solving | Involves teams (as appropriate) and looks "outside the square" to solve complex problems. |
| Interpersonal Savvy | Relates well to all kinds of people—inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably. |
| Motivating Others | Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each |

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| | individual feel his/her work is important; is someone people like working for and with. |
| Organisational Agility | Well prepared and organised for all tasks. Expects the same of their team. |

| KEY RELATIONSHIPS | |
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| Within Southern DHB | External to Southern DHB |
| Directorate Senior Leadership tea | Patients, families and whanau |
| Service Managers | Volunteers |
| Allied Health Professional Leaders | Unions |
| Community Nurse manager | NGO's and Aged Care Sector |
| ATR Unit Manager | HWNZ |
| Clinical Nurse Coordinators | Relevant AHS&T Professional Associations and Registration bodies |
| Needs Assessors | Other district health boards |
| Allied Health Staff | Community Members |
| Nursing staff | Tertiary training institutions (Polytechnics and Universities) |
| Medical staff | Community Members |
| Administration staff | PHO |
| Southern DHB wide staff | GP's |

PERSON SPECIFICATION:

| | ESSENTIAL | DESIRABLE |
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| Education and Qualifications (or equivalent level of learning) | <ul style="list-style-type: none"> Be a registered health professional | <ul style="list-style-type: none"> Relevant postgraduate qualification |
| Experience | <ul style="list-style-type: none"> Strong clinical leadership skills Has proven clinical credibility in own health speciality. | <ul style="list-style-type: none"> Experience and drive to work with team to enhance the interprofessional model of working |
| Knowledge and Skills: | <ul style="list-style-type: none"> Excellent group facilitation skills and history of a collaborative team approach. | |
| | <ul style="list-style-type: none"> Advanced communication techniques such as conflict resolution, diffusion and mediation skills. | |
| | <ul style="list-style-type: none"> Innovative and flexible with positive and problem solving approach in all situations. | |
| | <ul style="list-style-type: none"> Is a critical consumer of research and embraces evidenced based practice when carrying out any task/function. | |
| | <ul style="list-style-type: none"> Knowledge of and demonstrates use of adult teaching and learning principles. | |
| Personal Qualities | <ul style="list-style-type: none"> High level of interpersonal and communication skills Manage own time adopting a disciplined approach to establishing and following identified role-related priorities Have a high degree of flexibility, enthusiasm and energy | |

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| | <ul style="list-style-type: none"> • Demonstrated ability to successfully manage conflict and demands of the position • Demonstrated initiative and self-motivation • Perform other duties relevant to the position as required |
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KEY RESULT AREAS:

| Key Accountabilities: | Example of successful delivery of duties and responsibilities |
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| <p>Allied Health Scientific and Technical Operational Leadership To provide leadership and day to day management.</p> | |
| <ul style="list-style-type: none"> • Act as an effective role model by demonstrating high levels of clinical competence, in keeping with Southern Way principles • Oversee the assessment, planning, implementation and evaluation of AHS&T clinical practice within the speciality • Advocate on behalf of client/family/colleagues as appropriate and in a culturally safe manner • Participate in clinical and education planning processes at a service level • Contribute to the process of performance review and management including the preparation and implementation of annual appraisals for all allied health staff alongside the Service Manager • Promote an Inter-disciplinary and inter-professional approach to care | <ul style="list-style-type: none"> • Evidence AHS&T staff will have current Professional Development Plan- target to be agreed with Service Manager • Staff engagement in active education and professional development • Evidence of effective strategies and methods to engage the allied health workforce • Performance appraisals of AHS&T workforce will be completed as per organisational requirements |
| <p>Clinical Practice To coordinate the skill mix, work force planning and practice requirements</p> | |
| <ul style="list-style-type: none"> • . Promote innovative and creative clinical practice and ensure it is validated with best practice and support research utilisation. • Role model clinical practice excellence • Assess and effectively delegate activities taking into consideration individuals’ knowledge and skill level and monitor progress • Work collaboratively with all members of the health care team to ensure staff receive high quality education input and support • Promote cost effective clinical AHS&T practice • Identify deficits in clinical and professional competencies of individuals and in partnership with Allied Health Professional Leaders take appropriate action to support achievements of the same and raise appropriately to Service Manager • Promotes a collaborative model of care, teamwork, handover practices, and rapid rounding | <ul style="list-style-type: none"> • Facilitation / involvement of multidisciplinary meetings affecting patient care. • Meets relevant MOH targets for e.g. smoking cessation, ED 6 Hour • Meets relevant Key Performance Indicators for clinical area for e.g. length of stay, waiting list times • Identifies performance related issues of Allied Health workforce to Service Manager and Allied Health Professional Leader |

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| strategies to enhance patient delivery | |
| Quality and Risk | |
| <ul style="list-style-type: none"> • Adherence to Southern DHB Performance Excellence and Quality Improvement Strategy • Work collaboratively with Occupational Health, Quality and Risk and Infection Control to maintain organisational standards • Review and implement systems to ensure that processes to establish monitor and review the service specific standards of practice and indicators of clinical practice for AHS&T are established and maintained • Demonstrate an understanding of risk, identifying emerging risks and ensuring risk mitigation action plans are developed and followed through • Demonstrate a sound understanding of the Southern District Health Board quality management framework and the Southern District health Board's Performance and Quality Improvement Strategy contributing to and leading quality initiatives | <ul style="list-style-type: none"> • Meets as agreed with Service Manager to monitor quality/risk • Deliver on agreed quality projects alongside Service Manager |
| Resource management | |
| <ul style="list-style-type: none"> • Participate in workforce and development planning • Ensure that patient allocation and model of care is based on appropriate skill mix • Encourages development of other AHS&T Staff in partnership with identified AHS&T Professional Leaders, encouraging staff to work up to their scope and providing succession planning • Work to identify current and future staffing resource requirements and develop strategies to address | <ul style="list-style-type: none"> • Safe staffing skill mix, meets the needs of the service • Elevate to Service Manager resource requirements with strategies considered • Ensure daily Time and Attendance is updated |
| Professional Competencies | |
| <ul style="list-style-type: none"> • Maintains own Professional requirements for an annual practising certificate (as appropriate) as directed by the HPCA and SWRB Acts | <ul style="list-style-type: none"> • Current Professional development Plan in place |
| Self-Management | |
| <ul style="list-style-type: none"> • Develop logical and complete plans to resolve issues • Manage own time adopting a disciplined approach to establishing and following priorities of work • Exhibit self confidence | <ul style="list-style-type: none"> • Relationships are developed and maintained with own peer group for robust peer review and support |
| Health, Safety and Wellbeing | |
| <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,</p> | <ul style="list-style-type: none"> • You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures. |

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| procedures and systems. | <ul style="list-style-type: none"> 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 (Te Tiriti o 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

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Date

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Manager

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Date