

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Service Manager
Service & Directorate:	Medicine and Emergency, Southland - Medicine, Women and Children Directorate
Location:	Dunedin/Invercargill
Reports to:	General Manager, Medicine, Women and Children
DHB Delegation Level:	Tier 4
Number of direct reports:	38
Date:	September 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>
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

By reporting to the General Manager (GM), the Service Manager (SM) will lead and manage the assigned service, to provide an efficient, effective and safe service, within the available resources.

The Service Manager is responsible for service delivery processes, including management of financial performance, activity and production planning, health targets, human resource management, quality and risk management, certification and accreditation, clinical pathway development and other service delivery improvements within the services.

Working in partnership with clinical and other staff, the Service Manager will contribute to strategic and operational management in a way that is consistent with the organization’s vision and values.

Area/Role specific requirements:

The objectives of the Service Manager are to achieve the delivery of clinical and operational services to the relevant services by:

- Providing leadership and management to the services, acting as a role model.
- Ensuring human resource management activities are undertaken appropriately for all staff, in conjunction with Professional Leaders where appropriate.
- Partnering with the operations team to ensure both service and operational requirements and responsibilities are met.
- Supporting the philosophy and practice of an organisational wide systems approach to service and operational processes.
- Ensuring service delivery is achieved within approved business/activity plans and financial budgets.
- In consultation with the Business Analyst, completing and providing regular reports on financial performance and service activity performance, providing comment and developing risk mitigating strategies on issues that threaten to impact on the financial performance of the service.
- 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.
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.
- Leading and facilitating focus groups/projects that advance issues and strategies of service/organisational priority.
- Fostering a culture of innovation and strategic thinking.
- Providing support to the General Manager role and acting up for the General Manager role as required.

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

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.

Management Competencies

Decision Quality	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.
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Process Management	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.
Organisational Agility	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.
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.
Problem Solving	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.
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.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
• Medical Directors	• Patients, families and whānau
• Clinical Leaders/Directors	• Other service providers (GP Practices and NGO)
• Nursing/Midwifery Directors & Associates	• Health & Welfare and other external Agencies
• Allied Health and Scientific & Technical Directors	• Relevant Support Groups
• Professional Leaders	• University of Otago, School of Medicine, Otago Polytechnic
• Other Service Managers	• Professional Colleges and registration bodies
• Relevant General Managers	• Ministry of Health
• Other 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:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> Diploma or bachelor qualification in a relevant field eg. commerce, health or business management. 	<ul style="list-style-type: none"> Post-graduate qualification in a relevant field.
Experience	<ul style="list-style-type: none"> Demonstrated and proven ability to lead teams in a clinical environment. Proven experience in budgeting. Proven experience in managing staff. Proven experience in meeting and exceeding expected performance targets. 	<ul style="list-style-type: none"> Relevant experience in patient safety, maintaining performance and the application to the health sector.

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

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities	
<p>Business Planning and Service Delivery Lead, plan and implement efficient and effective service delivery processes.</p>		
<ul style="list-style-type: none"> • Lead and facilitate service activity and strategic planning for assigned services in conjunction with the Directorate Leadership and aligned to the Southern DHB annual planning cycle. • Facilitate service development in line with the DHB District Annual Plan. • Prepare service activity plans and provide regular reports regarding progress against plan. • Meet contract performance requirements, reporting variances and adjusting service delivery arrangements as necessary in conjunction with the GM. • Ensure service planning and delivery complies with Ministry of Health elective service performance indicator standards (where applicable). • Ensure ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required. • Build and maintain effective relationships and communication mechanisms with service staff, associated clinical and support services, and external agencies as applicable. • Ensure adherence to the Southern DHB delegations of authority across the services. • Implement and support the philosophy and practice of Southern DHB wide policies and processes. • Ensure service delivery complies with Health and Disability sector standards and relevant legislation, 	<ul style="list-style-type: none"> • Successful development and implementation of service activity plans. • Evidence of service planning completed to align with Ministry of Health Performance Indicators. • Constructive and effective relationships. • Health and disability services delivered to contract in a timely, efficient and effective manner within the budget parameters. • Care pathways and models of care are regularly monitored and audited. • Monthly reports are generated addressing any variances and corrective actions are stated. 	

<p>and is achieved within approved business plans and financial budgets.</p> <ul style="list-style-type: none"> • Develop, implement and audit care pathways and models of care in conjunction with clinical staff. • Effectively utilise Southern DHB information systems and data for analysis of service delivery activities, development of service initiatives and reports. • Prepare complete and accurate business cases / monthly management reports for the General Manager within the prescribed time frames including a full analysis of material variances and corrective actions. • Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery. • Negotiate (where applicable) external service/other contracts within Southern DHB policies, procedures and delegations of authority. • Identify, lead and manage projects to improve service efficiency and effectiveness. 	
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Staff Management and Planning
 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.

<ul style="list-style-type: none"> • Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources when appropriate. • Develop a comprehensive staffing plan for all staff groups that recognises potential shortcomings and identifies strategies to address gaps both short and long term. • Develop a communication strategy that facilitates effective and timely communication within and across services. • Ensure effective recruitment, orientation, rostering and administration of service staff in accordance with Southern DHB policies. • Ensure timely staff appraisal and feedback structures are in place. • Ensure 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. • Ensure all staff have an up to date annual leave management plan at all times. • Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave. • Monitor controls and practices to ensure accuracy and timeliness in rostering and payroll transactions and compliance with OneStaff (staff management system). 	<ul style="list-style-type: none"> • Development and performance reviews completed annually for all direct reports. • Active professional development programme for staff in place. • Evidence of a team-based approach within the functional groups for who line accountability is held. • Personal development plans documented for reports.
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<ul style="list-style-type: none"> Model sound human resource practice, and in consultation with Human Resources, facilitate change management as appropriate. 	
<p>Financial Management</p> <p>Achieve budgets for financial year and develop risk mitigation strategies for unexpected expenditure. Participate in developing and managing annual and three year capital expenditure plan.</p>	
<ul style="list-style-type: none"> In consultation with the Business Analyst, complete and provide regular reports to General Manager on a monthly basis, financial performance, service performance including variations, corrective actions and develop risk mitigating strategies. Participate in annual budgeting and capital expenditure processes with General Manager and Business Analyst. Ensure capital expenditure planning is robust, plant and equipment is maintained, replaced and or purchased in accordance with Southern DHB Delegations of Authority. Proactively engage with staff to identify ideas and action plans for service efficiency improvements and cost reduction initiatives. Review external contracts (as applicable) in a timely manner. Ensure compliance is monitored and expenditure contained. 	<ul style="list-style-type: none"> Monthly financial reports are generated addressing any variances and corrective actions are stated. Annual budgeting processes are completed on time and within provided parameters. Evidence of engagement of staff to develop service efficiency improvements. Compliance monitoring is completed and documented.
<p>Quality and Risk Management</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"> Lead and administer service-wide quality and risk programmes and action plans in accordance with Southern DHB policy. Ensure internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and active Ensure compliance with all relevant standards and legislation including health and safety and professional regulations. Manage service balanced scorecard and report and manage variations. Lead and manage service level health and safety programmes including audit of hazards and routine reporting of incidents and accidents. Manage the service incident reporting and investigation processes, within Southern DHB policies and procedures. Investigate complaints, incidents and other matters as required, reporting outcomes as required including development of action plans to facilitate service development. Proactively develop new unit or service policies and protocols if required. 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. 	<ul style="list-style-type: none"> Quality improvement is understood and imbedded in the way we operate. Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery. Balanced scorecard shows evidence of being managed and analysed. Auditing is completed in a timely manner of all hazards and incidents / accidents to Health and Safety.

<ul style="list-style-type: none"> Support and demonstrate the philosophy and practice of an organisational wide systems approach to service and operational processes. 	
Strategic Management Manage and otherwise contribute to service and Southern DHB wide projects. Lead in the process of change in the organisation and instil a continuous quality improvement culture.	
<ul style="list-style-type: none"> Maintain knowledge of current and emerging strategic priorities for the Southern DHB, Ministry of Health and relevant service grouping specialties. Exercise leadership/managerial oversight/facilitation of assigned focus groups / projects ensuring their effective completion within assigned timeframes and resources. Continue to build a collective vision for the service to allow staff to have a clear understanding of their role in services provision. Foster a culture of innovation and strategic thinking Use Balanced Scorecard, incidents, complaints and other KPIs to inform service development and improvement opportunities. 	<ul style="list-style-type: none"> Successful development and implementation of strategic plans/projects. Leadership and management capability is developed
Contribution to Organisational Leadership	
<ul style="list-style-type: none"> Participate collectively with other Managers to provide a collaborative service management function. Lead and assist focus groups/projects that advance issues and strategies of service /organisational priority. Provide support and cover for the other Service Managers within the Directorate when required. Support and act up as General Manager as required/requested. Provide leadership and management to the services, act as a role model for the Southern DHB organisational values. 	<ul style="list-style-type: none"> Leadership and management capability is developed. Cover for Directorate management teams is provided where needed. Live and support the DHB values in everything you do.
Other Duties	
<ul style="list-style-type: none"> Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience. 	<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.
Professional Development – self	
<ul style="list-style-type: none"> Identifying areas for personal and professional development. 	<ul style="list-style-type: none"> Training and development goals are identified/agreed with your manager. Performance objectives reviewed annual with your manager. You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
<ul style="list-style-type: none"> Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance 	<ul style="list-style-type: none"> You understand and consistently meet your obligations under Southern DHB’s Health and Safety policy/procedures.

with the Southern DHB's Health, Safety and Wellbeing policies, 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	
<ul style="list-style-type: none"> 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.

Number of direct reports: 38

Cost Centres:

- 450-3000 General Medicine Medical Staff
- 450-3001 ED Medical Staff
- 450-3186 RMO Medical (Registrars)
- 450-3190 RMO Emergency (Registrars)
- 400-3004 Dermatology Medical Staff
- 400-5500 Mortuary
- 450-5500 Mortuary

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