

Position Description

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| Employment Agreement: | Individual Employment Agreement |
| Position Title: | Service Manager – Women's & Children's Health Service |
| Service & Directorate: | Medicine, Women's & Children's |
| Location: | Dunedin |
| Reports to: | General Manager – Medicine, Women's & Children's |
| Number of direct reports: | 46 |
| Date: | July 20 |

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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| <i>Looking after our people:</i> We respect and support each other. Our hospitality and kindness foster better care. | <i>Being sincere:</i> We listen, hear and communicate openly and honestly. We treat people how they would like to be treated. | <i>Best action:</i> We are thoughtful, bring a positive attitude and are always looking to do things better. | <i>As family:</i> 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, human resource management, quality and risk management, credentialing and audit for all disciplines, 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 contracted specifications to the relevant services by:

- Providing leadership and management to the services, acting as a role model to all employees.
- In conjunction with Professional Leaders where appropriate, ensuring human resource management activities are undertaken appropriately for all staff.
- 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, service activity performance and 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 and 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, acting up for the General Manager role as required.
- A key deliverable of this role is successful project management of essential capital projects within the Service.

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. |

| Management Competencies | |
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| 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. |
| 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. |
| Developing Direct Reports | Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder. |
| Business Acumen | Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace. |
| Decision Quality | Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; 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. |
| Priority Setting | Spends his/her time and the time of others on what's important; quickly zeroes in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus. |
| Planning | Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results. |
| Managerial Courage | Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary. |

| KEY RELATIONSHIPS | |
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| Within Southern DHB | External to Southern DHB |
| <ul style="list-style-type: none"> • Medical Directors • Allied Health Directors • Professional Directors • Planning and Funding | <ul style="list-style-type: none"> • Patients and whanau |
| <ul style="list-style-type: none"> • Clinical Leaders/Directors | <ul style="list-style-type: none"> • Visitors |
| <ul style="list-style-type: none"> • Other Service Managers | <ul style="list-style-type: none"> • Stakeholders |
| <ul style="list-style-type: none"> • Managers at all levels of the organisation | <ul style="list-style-type: none"> • Ministry of Health |
| <ul style="list-style-type: none"> • Nursing/Midwifery Directors | <ul style="list-style-type: none"> • Professional Bodies, Unions and Government Agencies |
| <ul style="list-style-type: none"> • Other Charge Nurse Managers/Unit Managers • Southern DHB wide staff | <ul style="list-style-type: none"> • |

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"> Tertiary qualification in a relevant discipline | <ul style="list-style-type: none"> Postgraduate qualification in a health-related subject |
| Experience | <ul style="list-style-type: none"> Demonstrated and proven ability to lead teams in a clinical environment Proven experience in budgeting and staffing management The ability to think outside the square and to communicate and influence at all levels Innovative and creative Ability to motivate Ability to “work together” in a helpful and truthful manner Ability to “work smarter” by being innovative and proactive Accepts responsibility for actions and the ability to learn. Experience leading successful capital projects | |
| Knowledge and Skills | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Knowledge of the health and disability sector |
| Personal Qualities | <ul style="list-style-type: none"> Resilience and tenacity. Empathy. Commitment and personal accountability. Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation. 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 |
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| Performance Monitoring | |
| <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Provide comprehensive picture of the service’s progress towards achieving its targets/goals (ESPIs, MOH targets) Provide early indications of emerging issues/pressures Indicate potential to improve cost effectiveness of services through benchmarking with other hospitals |
| Budget Management | |
| <ul style="list-style-type: none"> | <ul style="list-style-type: none"> Provide timely monthly financial reporting for project and operational (actual versus budgeted) |

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| | <ul style="list-style-type: none"> • Ensure budgets are managed within allocated baseline funding |
| <ul style="list-style-type: none"> • Quality Improvement | |
| | <ul style="list-style-type: none"> • All roles working at top of scope • More efficiently manage ESPIs/inpatient beds • Early streaming of patients • Timely and qualitative coordination and management of HDCs and patient complaints • Support early senior decision making and lead appropriate changes in models of care |
| Project Management | |
| <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Milestones completed and approved in a timely manner • Successful completion of projects in a timely manner • Track number of cancelled projects • Return on Investment (ROI) calculation to calculate benefit to patients and organisation |
| Drive a Culture of Achievement and Performance | |
| <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Align service priorities to organisational strategy and objectives • Transfer the vision to the team so everyone understands it • Focus on creativity to increase employee effectiveness • Manage stakeholder expectations by keeping people informed • Become an influencer • Staff engagement is high |
| Other Duties | |
| 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. |
| Living Southern DHB Values | |
| Proactively demonstrating Southern DHB values in all aspects of the role. | <ul style="list-style-type: none"> • Demonstrates behaviours that we want to see from each other, at our best. • Contributes positively to a culture of appreciation, a learning culture, where people feel safe to speak up. • Contributes positively to team and other initiatives that seek to improve patient and whanau experiences and/or staffs experience of working. |
| Professional Development – self | |
| 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 | |
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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. |

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