

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>General Manager Dunedin Medicine, Women's &amp; Children's Health</b>
Service & Directorate:	Chief Operating Officer Team – Dunedin Hospital
Location:	Dunedin
Reports to:	Chief Operating Officer
DHB Delegation Level:	Tier 3
Number of direct reports:	10
Date:	November 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

To provide strategic and operational leadership for the designated service area in partnership with the Clinical Leadership, both the Medical Director assigned within the service and, in a matrix manner, with Directors of Nursing, Midwifery, Allied Health, Scientific and Technical. For clarity, the service teams and operations team are to work collaboratively together to jointly ensure cohesive strategic and operational plans are developed and implemented.

### Area/Role specific requirements:

- The General Manager (GM) will lead and manage the assigned service, to provide an efficient, effective and safe service, within the available resources.
- The GM is responsible for ensuring safe and comprehensive delivery of contemporary high quality health and disability services within a defined funding allocation. To achieve this, you will need to lead and manage services from a district wide perspective, alongside your clinical partners, providing strategic and operational leadership of all client/patient services provided by the DHB.
- The GM will need to place decision making processes as close to where care happens to empower our people to deliver our services as one population. You will also provide strategic, operational, technical and managerial support to the Chief Operating Officer team. Another major aspect of this role will be to comprehensively manage within allocated resources of time, people and money, by promoting efficiency, productivity and patient safety.
- Where the General Manager has responsibilities as both a provider and a funder of services. Effective relationships need to be maintained across these broad areas of responsibility to ensure that decision making is objective, fair and transparent and that there is no bias to the provider service (recognising of course that the overall impact to the Southern District Health Board must be taken into account).
- Maintenance of an effective relationship with the appropriate clinical leadership structures will be vital in delivering effectively to the role.
- The Medical Director, Director of Nursing and the Director of Allied Health, Scientific and Technical for **Medicine, Women & Children's Health Dunedin** are operationally accountable to you and professionally accountable to the relevant Tier 2 position. It should be noted that these positions will have the same delegated authority as the General Manager for designated cost centres. For avoidance of doubt, these delegations will in effect mean that the Clinical Leader is exercising these delegations on your behalf. Management of this dynamic will be through setting performance expectations and managing the relationships as opposed to the traditional hierarchical controls. The Clinical Leaders will be full members of the Chief Operating Officer's Senior Leadership Team.

## 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 other for advice and solutions.
<b>Process Management</b>	Good at figuring out the processes 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; understand 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.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> <li>Executive Leadership Team (ELT)</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health</li> </ul>
<ul style="list-style-type: none"> <li>Chief Operating Officer team</li> </ul>	<ul style="list-style-type: none"> <li>Patients, families and whānau</li> </ul>
<ul style="list-style-type: none"> <li>Other senior managers</li> </ul>	<ul style="list-style-type: none"> <li>Unions</li> </ul>
<ul style="list-style-type: none"> <li>Senior Clinical Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Rural Health Trusts</li> </ul>
<ul style="list-style-type: none"> <li>Medical Directors, Directors of Nursing and Midwifery, Nurse Managers, Directors of Allied Health, Scientific &amp; Technical</li> </ul>	<ul style="list-style-type: none"> <li>Other District Health Boards</li> </ul>
<ul style="list-style-type: none"> <li>Finance, Procurement &amp; Facilities Directorate</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>Māori Health Directorate</li> </ul>	<ul style="list-style-type: none"> <li>Community Members</li> </ul>
<ul style="list-style-type: none"> <li>Admin staff</li> </ul>	<ul style="list-style-type: none"> <li>Universities, Polytechnics and other educational institutions</li> </ul>
	<ul style="list-style-type: none"> <li>Relevant South Island Alliances, Networks and Forums</li> </ul>
	<ul style="list-style-type: none"> <li>External contract and service providers</li> </ul>
	<ul style="list-style-type: none"> <li>PHO</li> </ul>
	<ul style="list-style-type: none"> <li>GPs</li> </ul>
	<ul style="list-style-type: none"> <li>NGOs and Aged Care Sector</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>Diploma or Bachelor degree in commerce, health or business management (or equivalent).</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>Significant experience in senior management roles preferably within the health sector.</li> <li>Extensive experience and leadership in operational management of a hospital.</li> <li>Proven experience in managing staff.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

	<ul style="list-style-type: none"> <li>• Relevant experience in patient safety, maintaining performance and their application to the health sector.</li> <li>• Demonstrated ability to support and grow a team to ensure the needs of both patient and the organisation are met.</li> </ul>	
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>• Relevant knowledge of patient safety, maintaining performance and their application to the health sector.</li> <li>• Strong leadership and people skills with the ability to develop effective relationships both internally and externally.</li> <li>• Ability to develop rapport with others and to work effectively with multi-sector teams.</li> <li>• Ability to think strategically while managing functional responsibilities on a daily basis.</li> <li>• Proven ability to analyse complex issues and situations systematically to develop practical recommendations and robust strategies to address issues.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <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:**

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>
<b>Strategic and Operational Planning</b>	
To provide strategic and operational leadership in planning within the multidisciplinary context for the provision of patient focused services.	
<ul style="list-style-type: none"> <li>• Foster an environment which puts the patient first and recognises the health continuum across community and hospital services.</li> <li>• Support the development and implementation of the Patient Safety framework.</li> <li>• Fulfil responsibilities as both a provider and a funder of services. Effective relationships are to be maintained across these broad areas of responsibility to ensure that decision making is objective, fair and transparent.</li> <li>• Lead and manage assigned services, alongside your clinical partners, providing strategic and operational</li> </ul>	<ul style="list-style-type: none"> <li>• Patient Safety framework developed and implemented.</li> <li>• Successful development and implementation of strategic and operational plans.</li> <li>• Evidence of contemporary models of care in partnership with clinical partners.</li> <li>• Successful implementation and adoption of the Performance &amp; Accountability Framework</li> <li>• Leadership and management capability is developed.</li> </ul>

<p>leadership of all client/patient services provided by the DHB.</p> <ul style="list-style-type: none"> <li>• Communicate the Southern DHB vision and objectives to all groups.</li> <li>• Provide strategic, operational, technical and managerial support to the Chief Operating Officer team.</li> <li>• Champion the successful integration of the performance and accountability framework within your designated services to ensure optimal performance is attained</li> <li>• Ensure the optimal development of the organisation’s leadership and managerial capability, and skills in line with strategic requirements, and ensuring development aligns with the organisation’s strategic goals.</li> <li>• Champion the Southern DHB’s operational, financial and clinical direction alongside Medical Directors and in partnership with other directorate and senior leadership teams.</li> </ul>	
<p><b>Quality Service and Resource Management</b></p> <p>Manage the delivery of health and disability services within the DHB to agreed specifications, ensuring that all financial and performance targets are achieved within the resources allocated and ensuring promotion of the continuum of care through integration of community and hospital care services.</p>	
<ul style="list-style-type: none"> <li>• Ensure compliance with all quality, safety, legal and statutory organisational policy requirements.</li> <li>• Ensure all significant risks are identified and entered onto the risk register, effective mitigation strategies are developed and regularly reviewed</li> <li>• Continually support, monitor and improve systems, methods, efficiency, effectiveness and the quality of services provided for safe patient care.</li> <li>• Place decision making processes as close to where care happens to empower our people to deliver our services as one population.</li> <li>• Ensure decision making is delegated appropriately, close to where care happens, to enable effective and timely delivery of our services.</li> <li>• Ensure the clinical management partnership is modelled.</li> <li>• Comprehensively manage within allocated resources of time, people and money, by promoting efficiency, productivity and patient safety.</li> <li>• Manage financial and contract performance within parameters of funding and planning contract volumes, other funding agreements and Ministry of Health elective services guidelines and standards reporting any significant variances to the Chief Operating Officer.</li> <li>• Provide management oversight to major capital projects as required.</li> <li>• Support the Patient Flow / Operations Manager to ensure optimal patient flow is maintained throughout the hospital, noting that the Patient Flow / Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Quality improvement is understood and embedded in the way we operate.</li> <li>• All significant risks identified and mitigated to acceptable levels.</li> <li>• New models of care with a seamless transition between hospital and community services are implemented.</li> <li>• Health and disability services delivered to contract in a timely, efficient and effective manner within the budget parameters.</li> <li>• Positive clinician management partnerships are established and maintained.</li> <li>• Regular reporting and timely escalation of issues (financial, operational and clinical) to the Chief Operating Officer with remedial actions proposed.</li> <li>• Management of service budgets within 0.5% of total budgeted expenditure</li> <li>• Delivery of activity targets to expected levels</li> <li>• Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery.</li> </ul>

<p>Manager has the authority to determine hospital escalation levels.</p> <ul style="list-style-type: none"> <li>• Perform all such other duties as are reasonably necessary for the proper performance of Southern DHB and the provision of health and disability services.</li> </ul>	
<p><b>Senior Leadership/Management Contribution</b></p> <p>Contribute to the overall planning, coordination and control of the Chief Operating Officer’s affairs by service as a member of the senior leadership team. In particular foster the clinician management partnership model of decision making.</p>	
<ul style="list-style-type: none"> <li>• In conjunction with the senior leadership team, ensure decisions are in line with Crown strategies and Board policies, including the Southern DHB vision and provide advice as applicable.</li> <li>• Support the Chief Operating Officer leadership team 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 senior leadership team.</li> <li>• Liaise with other directorates 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 senior leadership team forums and processes.</li> <li>• Leadership Survey response.</li> <li>• Positive clinician management partnerships established and maintained.</li> </ul>
<p><b>Managing Relationships</b></p> <p>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.</p> <p>In collaboration with the Medical Directors, Directors of Nursing, Midwifery and Allied Health ensure the Clinician Management partnership model is implemented throughout the DHB structure.</p>	
<ul style="list-style-type: none"> <li>• Maintain effective relationship with General Manager Colleagues, but in particular the Deputy COO / General Manager Southland Hospital to ensure that coherent district wide planning and services are developed and delivered</li> <li>• Maintain effective relationships with the appropriate clinical leadership structures and other internal groups.</li> <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.</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> </ul>	<ul style="list-style-type: none"> <li>• Patient Satisfaction Survey.</li> <li>• Constructive and effective relationships.</li> <li>• Coordinated planning occurs across the district</li> <li>• Effective representation of the interests of the DHB.</li> <li>• Recognised as an effective contributor to South Island Alliance initiatives, as requested.</li> </ul>

<p><b>Team Performance and Development</b></p> <p>In collaboration with the Medical Directors, Directors of Nursing, Midwifery and Allied Health, Scientific &amp; Technical champion the clinician management partnership model to develop and maintain a team environment in which the Southern DHB performance is optimised.</p>	
<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 and directorate 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> </ul>	<ul style="list-style-type: none"> <li>Development and performance reviews completed annually for all direct reports.</li> <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> <li>Personal development plans documented for reports.</li> </ul>
<p><b>Cultural</b></p>	
<ul style="list-style-type: none"> <li>Committed to and practices in a way that meets obligations under the Treaty of Waitangi, giving effect to the principles of Partnership, Participation and Protection and apply these principles in practice.</li> <li>Understands cultural safety as embracing and encompassing a wide range of beliefs and ethnicities, gender, sexuality, religious beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>Practices ensure Māori have equitable access to appropriate health care.</li> <li>Recognises tikaka best practices.</li> <li>Have attended cultural education training as per organisational requirements.</li> <li>Familiar with NCNZ cultural safety document.</li> <li>Ensures ethnicity is completed accurately.</li> <li>Cultural beliefs/values are identified and included in care planning.</li> <li>Works collaboratively with Pacific Island and Māori Health workers.</li> <li>Utilises cultural resources to meet patient/whānau needs.</li> </ul>
<p><b>Other Duties</b></p>	
<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>
<p><b>Professional Development – self</b></p>	
<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>
<p><b>Health, Safety and Wellbeing</b></p>	
<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> </ul>

	<ul style="list-style-type: none"> <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:

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Employee	Date
.....	.....
Manager	Date