

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>Director of Allied Health, Scientific &amp; Technical Southland (0.5 FTE)</b>
Service & Directorate:	Chief Operating Officer
Location:	Invercargill
Reports to:	Deputy Chief Operating Officer / General Manager Southland Hospital for operational matters Chief Allied Health, Scientific & Technical Officer for professional matters
DHB Delegation Level:	Tier 3a
Number of direct reports:	tbc
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

<b>Kind</b> <i>Manaakitanga</i>	<b>Open</b> <i>Pono</i>	<b>Positive</b> <i>Whaiwhakaaro</i>	<b>Community</b> <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 ensure that the Allied Health, Scientific & Technical professions are developed in a manner which provides contemporary models of care and that Allied, Scientific & Technical professionals are supported to grow and aspire to be practicing at the top of their scope of practices.
<b>Area/Role specific requirements:</b> <ul style="list-style-type: none"> <li>To provide strategic and operational strategic &amp; technical leadership from a professional perspective, and facilitate, the team of Scientific &amp; Technical Professional Leaders as well as providing advice to General Managers and clinicians in the clinician management partnership.</li> <li>To support allied health, scientific and technical units at Southland Hospital to operate effectively on a day to day basis partnering with other professional leadership as well as service management to optimise the effective and efficient running of the services.</li> <li>To foster excellence in quality allied health, scientific and technical standards and practice and professional conduct, and develop the senior scientific and technical teams.</li> <li>To support the comprehensive management of services within allocated resources of time, people and money, by promoting efficiency, productivity and patient safety.</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 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>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>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>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>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.

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</li> </ul>	<ul style="list-style-type: none"> <li>Patients, families and whānau</li> </ul>
<ul style="list-style-type: none"> <li>Chief Operating Officer leadership teams</li> </ul>	<ul style="list-style-type: none"> <li>Related professional regulatory bodies and associations</li> </ul>
<ul style="list-style-type: none"> <li>Planning, Funding and Population/Public Health Leadership teams</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>Allied Health, Scientific &amp; Technical Professional Leads</li> </ul>	<ul style="list-style-type: none"> <li>Other District Health Boards</li> </ul>
<ul style="list-style-type: none"> <li>Allied Health, Scientific &amp; Technical staff</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>Community Members</li> </ul>
	<ul style="list-style-type: none"> <li>Universities, Polytechnics and other tertiary 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>Relevant qualification for the professional background or equivalent completed.</li> <li>Registration with a relevant allied health, scientific &amp; technical professional body of New Zealand or where registration is not available a member of their respective professional association.</li> <li>A current practicing certificate with the relevant allied health, scientific &amp; technical professional body of New Zealand (if required for the profession).</li> </ul>	
<b>Experience</b>	<ul style="list-style-type: none"> <li>At least 10 years recent experience since registration in the relevant area.</li> <li>Extensive experience in and knowledge of health sector.</li> <li>Previous leadership experience.</li> <li>Extensive experience in and knowledge of clinical quality and</li> </ul>	

	best practice and their application to the health sector.	
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>• Demonstrated ability to overview the practice of team members to ensure the needs of both patient and the organisation are appropriately addressed. Proven ability to provide up to date professional advice to team members in relation to clinical and operational skills and practice.</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 Leadership</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>• 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 operational and business plans.</li> <li>• Communicate the Southern DHB vision and objectives to all groups.</li> <li>• Ensuring the optimal development of the organisation's scientific and technical 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 clinical direction alongside the relevant management and clinical leadership structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Key performance indicator measurement and monitoring where available.</li> <li>• Successful development and implementation of operational plans and objectives that meet the needs of the Southern District Community.</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> <li>• Scientific and technical leadership and management capability is developed.</li> </ul>
<b>Clinical Advice and Resource Management</b>	
Provide Southern DHB clinical advice and management of clinical resources.	
<ul style="list-style-type: none"> <li>• Ensure that safe patient care is maintained at all times.</li> <li>• Work closely with the senior management to ensure quality clinical systems and processes to support the DHB's clinical activities.</li> <li>• Take a proactive and integral part in the identification, development and implementation of clinical services across the district.</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 safety and quality metrics are monitored and mitigation strategies put in place as required for variance.</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> </ul>

<p>within clinical strategy and recommending appropriate action.</p> <ul style="list-style-type: none"> <li>• Work with members of the senior management team 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 scientific and technical matters and related aspects of complaints.</li> <li>• Support the Professional Leaders to give oversight to the improvement of evidenced based practice standards.</li> <li>• Provide professional leadership to the Allied Health, Scientific &amp; Technical Professional Leaders.</li> <li>• Ensure clear expectations/boundaries for all leadership roles in Clinical Services are developed, understood and maintained.</li> <li>• Ensure legislative compliance.</li> <li>• Partner with senior managers to manage directorate and department budgets and revenue for scientific and technical.</li> <li>• Work with the Executive Director to keep scientific and technical expenditure within prescribed boundaries, exceptions/variances in budget are investigated and managed.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of useful and timely clinical advice to the clinician management partnership.</li> </ul>
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**Senior Leadership/Management Contribution**  
 Contribute to the overall planning, coordination and control of DHB affairs by service through provision of guidance and advice to the Executive as appropriate.

<ul style="list-style-type: none"> <li>• Provide advice to senior management on the implications of plans, discussion documents and policies of the DHB.</li> <li>• Support senior management 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 senior management.</li> <li>• Advise on the allocation of resources and examine and report on specified major projects.</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 senior management forums and processes.</li> <li>• Actively participate in meetings, projects and committees as required.</li> </ul>
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**Clinical Leadership**  
 Provide leadership to the Scientific & Technical Professional Leaders and staff of the DHB, whilst encouraging a broader focus of community and hospital services. In particular foster the Clinician Management partnership model.

<ul style="list-style-type: none"> <li>• Work in partnership with the Chief Allied Health Scientific &amp; Technical Officer to ensure the development and implementation of a framework which allows Allied Health, Scientific &amp; Technical Professional Leaders to:       <ul style="list-style-type: none"> <li>○ Ensure effective two-way communication across 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> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Forums established whereby Professional Leaders actively input into decision making.</li> <li>• Clear understanding of and engagement with the strategic direction for hospital and community care by Allied Health, Scientific &amp; Technical staff.</li> <li>• Implementation of procedures for handling major professional issues.</li> <li>• Positive Clinician Management partnerships are established.</li> </ul>
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<ul style="list-style-type: none"> <li>○ Develop and implement clinical policies and standards in a cohesive manner.</li> <li>● Ensure accountability and delivery of safe resource allocation and decision making during budget setting and day to day resource management.</li> <li>● Ensure appropriate organisational representation and participation at appropriate forums.</li> <li>● Work with Professional Leaders within the service to maintain models of care that reflects contemporary practice.</li> <li>● Facilitate expert clinical/practice advice from the appropriate Professional Leaders for staff, service managers coordinating complex and difficult situations.</li> <li>● Facilitate scientific &amp; technical input to major organisational projects.</li> </ul>	
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**Clinical Practice**  
 Ensure the development and achievement of evidenced based standards of clinical practice to ensure patient safety and quality requirements are optimal

<p>Work alongside the Chief Allied Health Scientific &amp; Technical Officer, and the Professional Leaders to ensure compliance with the 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>● The use of bench marking and the development of best practice.</li> <li>● General oversight of the implementation of professional assessment processes and corrective action.</li> <li>● Develops and maintains key partnerships crucial to the success of the role.</li> <li>● Establishes and maintains effective local, regional and national networks.</li> <li>● Collaborates with other health professionals within the MDT.</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 in the hospital setting.</li> </ul>
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**Staff Development, Review and Workforce Planning**  
 Ensures the Professional Leaders review the performance of their health professionals and facilitate staff development and succession planning at all levels of practice.

<ul style="list-style-type: none"> <li>● Review annually professional performance of the Allied Health, Scientific &amp; Technical Professional Leaders in terms of their professional leadership responsibilities.</li> <li>● Provide support to foster the growth of the Scientific &amp; Technical Professional Leaders and ensure succession planning for these roles.</li> <li>● Provide a mentoring role to Scientific &amp; Technical Professional Leaders and ensuring appropriate career development through all levels of practice.</li> <li>● In liaison with the professional leaders ensure adequate research and clinical teaching opportunities are</li> </ul>	<ul style="list-style-type: none"> <li>● Development and performance reviews completed annually for all Scientific &amp; Technical Professional Leaders in conjunction with the Chief Allied Health, Scientific &amp; Technical Officer.</li> <li>● Appropriate input into scientific and technical leadership training and development.</li> <li>● Where applicable HWNZ approved programmes are credentialed and widely available to staff across the district.</li> </ul>
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<p>available for staff to maintain their base and extended competencies and legislative compliance.</p> <ul style="list-style-type: none"> <li>• Encourage presenting papers at conferences as agreed by the Chief Allied Health, Scientific &amp; Technical Officer.</li> <li>• Provide input into the Strategic Workforce planning processes ensuring that scientific and technical professional issues and impacts are considered.</li> <li>• Provide leadership in the form of advice, coaching and support for Scientific &amp; Technical Professional Leaders to develop their workforce and to manage difficult staffing situations within their wards/teams.</li> <li>• Monitor staff numbers/skill mix/workforce indicators/ and identify trends and make recommendations using validated tools where available.</li> </ul>	
<p><b>Clinical Reputation</b> Enhancing the clinical reputation of the organisation by actively participating in appropriate forums.</p>	
<ul style="list-style-type: none"> <li>• Ensure appropriate organisational representation and participation at appropriate forums.</li> <li>• Through supporting the Professional Leaders encourage ongoing teaching activity at both the undergraduate and post graduate level in collaboration with the teaching institutions to maintain the excellent reputation of the teaching hospitals.</li> <li>• Promote active collaboration with teaching institutions for purposes of joint benefit.</li> <li>• Initiate and approve key projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of effective strategies and methods to engage key members in decision making.</li> </ul>
<p><b>Managing Relationships</b> 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>	
<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>• 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> </ul>	<ul style="list-style-type: none"> <li>• Constructive and effective relationships established with Governance, Funder, Maori 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>
<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> </ul>

	<ul style="list-style-type: none"> <li>• Research undertaken is robust and well considered.</li> </ul>
<b>Professional Development – self</b>	
Identifying areas for personal and professional development.	<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>	
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"> <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>	
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"> <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>

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