

Position Description

Employment Agreement:	DHB/NZNO Nursing & Midwifery Multi-Employer Collective Agreement OR Allied, Public Health and Technical MECA Manager Scale
Position Title:	Community Unit Manager
Service & Directorate:	Community Services
Location:	Invercargill
Reports to:	Service Manager
DHB Delegation Level:	Tier 5
Number of direct reports:	30-35
Date:	December 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
<p>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.</p> <p>The services are Care Co-Ordination Services, Health Psychology, REACH, Home Team, Nurse Practitioners Older Persons Health and Short-Term Loan Equipment; including clinical leadership & coordination, operational functions, quality and financial performance, human resource management, quality and risk management, and quality, clinical pathway development and other service delivery improvements within the specified service areas.</p> <p>The UM-Community is responsible for developing and maintaining an effective and collaborative relationship with all staff but in particular with relevant AHS&T Professional Leaders and nursing and medical teams within the community teams.</p> <p>Working in partnership with Professional Leaders – Nursing, AHS&T, clinical and other staff, the UM-Community 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.</p>

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	
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.
Managing & Measuring Work	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.
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 – up, down, and sideways, inside and outside the organisation; 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 and 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 individual feel his/her work is important; is someone people like working for and with.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> • Directors of Nursing 	<ul style="list-style-type: none"> • Patients, families and whānau
<ul style="list-style-type: none"> • Directors of Allied Health 	<ul style="list-style-type: none"> • Volunteers, NGO's and Aged Care Sector
<ul style="list-style-type: none"> • Allied Health Professional Leaders 	<ul style="list-style-type: none"> • Unions
<ul style="list-style-type: none"> • Clinical Nurse Specialists 	<ul style="list-style-type: none"> • HWNZ
<ul style="list-style-type: none"> • Integrated Operations Centre 	<ul style="list-style-type: none"> • Other service providers (DHBs, NGOs, PHO)
<ul style="list-style-type: none"> • Clinical Directors/Clinical Leaders 	<ul style="list-style-type: none"> • Health and Welfare Agencies
<ul style="list-style-type: none"> • Service Managers 	<ul style="list-style-type: none"> • Relevant Support Groups
<ul style="list-style-type: none"> • Other Charge Nurse Managers/Charge Midwife Managers/Unit Managers 	<ul style="list-style-type: none"> • Tertiary training institutions (Polytechnics and Universities)
<ul style="list-style-type: none"> • Practice Development Unit staff 	<ul style="list-style-type: none"> • Professional Colleges and Registration Bodies
<ul style="list-style-type: none"> • Clinical and Corporate support staff 	<ul style="list-style-type: none"> • PHO
<ul style="list-style-type: none"> • SDHB wide staff 	<ul style="list-style-type: none"> • GP's

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"> • Registered Health Professional • Holds a current practising certificate. • For nursing applicants holds a current portfolio (PDRP/QLP) or equivalent appropriate to the role. 	<ul style="list-style-type: none"> • Relevant postgraduate qualification
Experience	<ul style="list-style-type: none"> • Strong clinical leadership skills • A history of a collaborative team approach. • Proven clinical credibility. • Extensive experience in the health sector. • Extensive experience of clinical quality and safety, best practice. • Critical consumer of research and embraces evidenced based practice when carrying out tasks/functions. 	<ul style="list-style-type: none"> • Experience working as part of an interprofessional team
Knowledge and Skills	<ul style="list-style-type: none"> • Strong clinical leadership and management skills. • Extensive knowledge of the health sector. • Extensive knowledge of clinical quality and safety, best practice. • Excellent group facilitation skills. • Advanced communication techniques such as conflict resolution, diffusion and mediation skills. 	<ul style="list-style-type: none"> • Strong understanding of community based services

	<ul style="list-style-type: none"> • Knowledge of and demonstrated use of adult teaching and learning principles.
Personal Qualities	<ul style="list-style-type: none"> • 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). • Innovative and flexible with a positive problem solving approach in all situations. • Maintains an exceptionally high level of confidentiality. • Forward thinker, flexible, courteous, self-motivated. • Committed to continuous quality improvement. • Ability to liaise and network at all levels.

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities
Clinical Leadership	
Foster a culture that strives for excellence in clinical service provision within allocated resources.	
<ul style="list-style-type: none"> • Promote excellence in clinical service provision through the sharing of new knowledge, ideas, and research. • Encourage innovation and practice initiatives that enhance clinical care or service provision. • Maintain a high standard of clinical expertise within the identified teams. • Foster the development of a cohesive team which works collaboratively to achieve optimal patient/ service outcomes. • Ensure Treaty of Waitangi principles and Tikaka best practice guidelines are fully integrated into practice. • Encourage a culture of continuous learning, positive critique of the status quo and use of evidence based practice. • Ensure there is adequate leadership and principles of direction and delegation are adhered to by all staff. 	<ul style="list-style-type: none"> • Be active and visible within the team, motivating and actively praising/valuing staff endeavours, and acknowledging patient satisfaction and good clinical care. • Promote patient/client centred care that incorporates a strong customer service philosophy through effective and positive interactions with patients/ clients, staff, visitors and other agencies. • Ensure clinical practice is provided within accepted professional standards, codes, policies and relevant legislation.
Service Planning and Delivery	
Lead and manage teams to provide efficient and effective services. Participate in and lead where relevant, team service planning.	
<ul style="list-style-type: none"> • Lead and manage respective wards/units/services in accordance with operational plans and budgets. • Ensure a consumer/patient service focus is adopted and maintained at all ward/unit/service team level. • Implement Southern District Health Board wide policies and processes. • Ensure service delivery complies with Health and Disability sector standards and relevant legislation. 	<ul style="list-style-type: none"> • Build and maintain effective relationships and communication mechanisms with staff, associated clinical and support services, and external agencies as applicable. • Develop and implement audit care pathways in conjunction with clinical staff. • Ensure integrated care plans are utilised in clinical service delivery. • Facilitate and champion the integration of the SDHB Team based model of nursing practice.

<ul style="list-style-type: none"> • Actively participate in the preparation of service activity plans. • Ensure adherence to the SDHB delegations of authority. • Effectively utilise Southern District Health Board information systems and data to enable ward/unit/ service patient care management and human resource utilisation activities. • Identify, lead and manage projects to improve ward/ unit/service efficiency and effectiveness. • Lead the team to effectively ensure discharge processes are robust and support the needs of the service, including timeliness, and staff responsibility in efficient discharge planning. 	<ul style="list-style-type: none"> • Monitor performance against key performance indicator targets, identifying and implementing corrective actions as and if required in conjunction with the Professional Leaders. • Prepare accurate monthly management reports for the ward/unit including variance analysis of key performance indicators, balanced scorecard and financial management variances together with corrective actions. • Prepare business cases and/or reports as requested/ required by the Director of Nursing/Director of Allied Health/ Service Manager.
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Staff Management and Planning

Ensure the service/s is/are appropriately staffed. Best practice human resource standards are met. 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"> • Lead by example acting as a positive, motivating and inspiring role model for all staff. • Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources and Professional Leaders; facilitate change management as appropriate. • Ensure effective recruitment, orientation, preceptorship, rostering and administration of staff in accordance with Southern District Health Board policies. • Develop communication mechanisms that facilitate effective and timely communication within and across the ward/s and/or unit/s. • Proactively plan and implement appropriate staffing aligned with variations in patient/staff activity, e.g. winter, Christmas, school holidays. • Ensure timely staff appraisal and feedback structures are in place. With staff, identify professional development plans aligned to SDHB and service priorities. • Proactively deal with staff conflict and performance issues. • Ensure effective strategies are in place to resolve issues. • Maximise opportunities to create a harmonious working environment. Show positive leadership and seek feedback. • Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave. • Ensure accuracy and timeliness in rostering and payroll transactions in compliance with OneStaff (staff management system) and the SDHB Rostering Standards 	<ul style="list-style-type: none"> • Develop a comprehensive staffing plan for staff directly reporting to the UM that recognises potential shortcomings and identifies strategies to address gaps both short and long term. • Ensure professional staff practice with a current annual practising certificate and logs in the appropriate reporting system. • Ensure rosters are developed in accordance with approved core roster resource levels and SDHB Rostering Standards and budgets. • Ensure appropriately budgeted training and development plans are in place for all staff. Ensure in-service training and education is carried out to maintain quality of service and in conjunction with relevant professional leaders. • Promote and facilitate nursing staff participation in the PDRP (Professional Development Recognition Programme), or alternative credentialling requirements. • Ensure all staff have an up to date annual leave management plan at all times.
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<p>Financial Management</p> <p>Work within budgets for the financial year, and work in collaboration with the Relevant Professional Leaders/Service Manager to 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"> • Report to the relevant Professional Leader/Service Manager on a monthly basis, financial performance including variations and corrective actions. • Work closely with Analyst to understand variances and operationalise mitigating strategies. • Participate in annual budgeting process with Service Manager and Analyst. Report to the Service Manager on a monthly basis, financial performance including variations and corrective actions. • Work closely with Analyst to understand variances and operationalise mitigating strategies. • Participate in annual budgeting process 	<ul style="list-style-type: none"> • Manage capital expenditure within annual capital expenditure plans, and in accordance with SDHB policies and procedures. • Proactively engage with staff to identify ideas and action plans for ward/unit efficiency improvements and cost reduction initiatives.
<p>Quality and Risk Management</p> <p>Manage ward/unit quality and risk programmes. Lead and manage certification and accreditation within ward/unit. Foster a quality improvement culture.</p>	
<ul style="list-style-type: none"> • Lead, administer and facilitate staff involvement in ward/unit quality and risk programmes and action plans, and participate in service wide programmes, in accordance with Southern District Health Board policy. • Ensure compliance including: all relevant standards and legislation, health safety, professional regulations, and equipment. • Manage ward/unit balanced scorecard and report and manage variations. • Lead the ward/unit incident reporting and investigation processes, within SDHB policies and procedures. • Support and demonstrate the philosophy and practice of a service and organisational wide systems approach to service and operational processes. 	<ul style="list-style-type: none"> • Lead and manage service level health and safety programmes including audit of hazards and routine reporting of incidents and accidents. • Investigate complaints, incidents and other matters in a timely manner, reporting outcomes as required including development of action plans to facilitate ward/unit/ service development. • Proactively develop new ward/unit/service policies and protocols in conjunction with members of the team.
<p>Quality and Performance</p>	
<ul style="list-style-type: none"> • Maintain professional and organisational quality standards. • Ensure delivered work is planned, delivered, and implemented consistently against quality standards. • Continuously identify improvement opportunities to perform job in most effective manner. • Investigate opportunities to achieve goals in a more efficient way. • Lead and support the implementation of the Releasing Time to Care programme for the team/ service. 	<ul style="list-style-type: none"> • Performance is in alignment with HR quality audit standards, organisational requirements, and professional standards. • Lead the roll out and continual update of visual management boards for the ward/unit/service which displays key elements of performance for staff and patients.

Strategic Management	
Contribute and lead ward/unit operational and clinical projects. Lead in the process of change and instil a continuous quality improvement culture.	
<ul style="list-style-type: none"> Maintain knowledge of current and emerging strategic priorities for the relevant service grouping specialties. Lead assigned projects that are of strategic ward/unit & service priority, ensuring their effective completion within assigned timeframes and resources. 	<ul style="list-style-type: none"> Build a collective vision for the ward/unit to allow staff to have a clear understanding of their role in service provision. Use Balanced Scorecard, incidents, complaints and other KPIs to inform ward/unit development and improvement opportunities Participates in SDHB wide projects as relevant to ward/unit/service.
Contribution to Organisational Leadership	
<ul style="list-style-type: none"> Participate in focus groups/projects that advance issues and strategies for the organisation. Provide cover for other UM within the service as required. 	<ul style="list-style-type: none"> Participate collectively with other CNM/UM to provide a collaborative approach to provide clinical service provision.
Self Management	
<ul style="list-style-type: none"> Plan and manage own work to achieve desired results on time, within budget and to required standard. 	<ul style="list-style-type: none"> Act as a role model for the SDHB organisational values.
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.
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	
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	
<p>The principles of Te Tiriti o Waitangi, as articulated by the courts and the Waitangi Tribunal will guide the Southern DHB response to Māori health improvement and equity. These contemporary principles include:</p> <ul style="list-style-type: none"> <i>Tino rangatiratanga</i>: Providing for Māori self-determination and mana motuhake in the design, 	<ul style="list-style-type: none"> You will be able to demonstrate an understanding of Te Tiriti o Waitangi, Māori Indigenous rights and current issues in relation to health and health equity ie: Whakamaua: Māori Health Action Plan 2020-2025. You will contribute to responding to the DHBs Te Tiriti o Waitangi commitment to deliver effective and

<p>delivery and monitoring of health and disability services.</p> <ul style="list-style-type: none"> • <i>Equity:</i> Being committed to achieving equitable health outcomes for Māori. • <i>Active protection:</i> Acting to the fullest extent practicable to achieve equitable health outcomes for Māori. This includes ensuring that the Crown, its agents and its Treaty partner under Te Tiriti are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity. • <i>Options:</i> Providing for and properly resourcing kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care. <p><i>Partnership:</i> Working in partnership with Māori in the governance, design, delivery and monitoring of health and disability services – Māori must be co-designers, with the Crown, of the primary health system for Māori.</p>	<p>equitable healthcare with Māori patients and their whānau.</p> <ul style="list-style-type: none"> • You will have the ability to incorporate Māori models of health, patient and whānau-centred models of care, and mātauranga Māori. • You will have insights into your own cultural awareness and an understanding of how your social-cultural influences inform biases that impact on your interactions with patients, whānau, and colleagues. • Recognising that there is an inherent power imbalance in-patient relationship and ensuring that this is not exacerbated by overlaying your own cultural values and practices on patients.
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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