

## Position Description

|                        |  |
|------------------------|--|
| Employment Agreement:  | Individual Employment Agreement                    |
| Position Title:        | <b>Patient Flow/Operations Manager – Southland</b> |
| Service & Directorate: | Chief Operating Officer                            |
| Location:              | Invercargill                                       |
| Reports to:            | Deputy COO / General Manager Southland Hospital    |
| DHB Delegation Level:  | Tier 4   |
| 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<br><i>Manaakitanga</i>   | Open<br><i>Pono</i>  | Positive<br><i>Whaiwhakaaro</i>   | Community<br><i>Whanaungatanga</i>  |
|---|--|---|---|
| <b>Looking after our people:</b><br>We respect and support each other. Our hospitality and kindness foster better care. | <b>Being sincere:</b><br>We listen, hear and communicate openly and honestly. We treat people how they would like to be treated. | <b>Best action:</b><br>We are thoughtful, bring a positive attitude and are always looking to do things better. | <b>As family:</b><br>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

The Patient Flow / Operations Manager is responsible for ensuring effective patient flow is occurring within the designated hospital on a daily basis, and oversight across Gore and Lakes District Hospital. They will be required to work with the Senior Leadership as well as relevant Tier 4 positions to ensure that issues are identified wherever possible in advance and resolved, ensuring a safe and comprehensive delivery of contemporary high quality health and disability services. To lead initiatives in Southland Hospital to improve patient flow. In addition to this there is an expectation that the Patient Flow / Operations Manager Southland will build a strong reciprocal relationship with the Patient Flow / Operations Manager Dunedin to ensure that a district wide picture is understood and each site supports each other to optimise patient flow and efficient effective functioning of hospital resources.

### Area/Role specific requirements:

- The Patient Flow / Operations Manager will be responsible for coordinating activities which ensure effective functioning of the hospital on a day to day basis. This will include coordinating operations planning meetings, and ensuring resources are directed in a timely manner to optimise safe staffing. This will require relationship building with the Tier 3 and 4 leaders who have operational resourcing responsibilities.
- The Patient Flow / Operations Manager, in partnership with Clinical and Managerial Leadership, will research, initiate and lead initiatives for continuous improvement to patient flow through the hospital.
- The Patient Flow / Operations Manager 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.
- Working in partnership with Directors of Nursing and Midwifery, the Patient Flow / Operations Manager role will have a key focus on the safe and effective running of nursing units on a day to day basis, but with a multi disciplinary lens over advice and decisions. Professional guidance and leadership of changes to nursing units will come from the respective Chief clinical leadership roles. Issues pertaining to service development and direction will come from the relevant service based General Manager/Service Managers.
- The Patient Flow / Operations Manager must understand the workings of Trendcare / CCDM and will have responsibility of working with the CCDM Coordinator to ensure that all the inputs to support the appropriate functioning of CCDM are robust. This includes monthly reporting and annual FTE calculations. The Variance Response Management functions are under the responsibility of the Patient Flow / Operations Manager.

## 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 tot 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>Clinician Management Partnerships</li> </ul> | <ul style="list-style-type: none"> <li>Other District Health Boards</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>Corporate Services 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>PHO</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 qualification in commerce, health or business management.</li> </ul>   |           |
| <b>Experience</b>   | <ul style="list-style-type: none"> <li>Significant experience in management 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> <li>Relevant experience in patient safety, maintaining performance and the application to the health sector.</li> </ul> |           |

|                             |   |
|-----------------------------|---|
| <b>Knowledge and Skills</b> | <ul style="list-style-type: none"> <li>• Relevant knowledge of patient safety, maintaining performance and the 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>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>   |
|---|--|
| <p><b>Strategic and Operational Planning</b></p> <p>To provide strategic and operational leadership in planning within the multidisciplinary context for the provision of patient focused services.</p>   |  |
| <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>• Communicate the Southern DHB vision and objectives to all groups.</li> <li>• Champion the Southern DHB’s operational, financial and clinical direction alongside Directors of Nursing and Midwifery, and directorate management teams.</li> </ul>   | <ul style="list-style-type: none"> <li>• Patient Safety framework developed and implemented.</li> <li>• Evidence of contemporary models of care in partnership with clinical partners.</li> <li>• Leadership and management capability is developed.</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 effective patient flow is maintained across Dunedin Hospital on a day to day basis both in the moment and looking forward</li> <li>• Coordinate and lead the necessary daily operations meetings to ensure that resourcing is deployed in the most effective manner to optimise patient flow and patient safety. Where there are constraints ensure that you work in partnership with GMs and Clinical Leaders to make timely decisions which optimise patient flow and access to services</li> <li>• Responsible for the functioning of the hospital escalation plan.</li> <li>• Maintain awareness of district wide capacity cooperating with the Patient Flow / Operations Manager Southland Hospital to ensure best utilisation of resourcing and optimal patient safety is achieved.</li> <li>• Ensure compliance with all quality, safety, legal and statutory organisational policy requirements.</li> </ul> | <ul style="list-style-type: none"> <li>• Quality improvement is understood and imbedded in the way we operate.</li> <li>• New models of care with a seamless transition between hospital and community services are implemented.</li> <li>• Patient Flow indicators demonstrate continuous improvements</li> <li>• CCDM compliance achieved and effective utilisation of VRM resourcing</li> <li>• Minimal cancellation of activity due to capacity constraints is achieved</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> </ul> |

|   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Continually support, monitor and improve systems, methods, efficiency, effectiveness and the quality of services provided for safe patient care.</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>Maintain effective knowledge of CCDM / Trendcare to ensure compliance with Safe Staffing Standards are optimised within available resources</li> <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> | <ul style="list-style-type: none"> <li>Regular reporting and timely escalation of issues (financial, operational, &amp; clinical) to the Chief Operating Officer with remedial actions proposed.</li> <li>Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery.</li> </ul> |
|---|--|

**Managing Relationships**  
 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.  
 In collaboration with Directors of Nursing and Midwifery, ensure the Clinician Management partnership model is implemented.

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>Liaise with Chief Nursing &amp; Midwifery Officer for professional guidance and leadership on changes to nursing/midwifery units.</li> <li>Liaise with General Managers and Service Managers on issues pertaining to service development and direction.</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>Effective representation of the interests of the DHB.</li> <li>Recognised as an effective contributor to South Island Alliance initiatives, as requested.</li> </ul> |
|--|--|

**Team Performance and Development**  
 In collaboration with the Directors of Nursing and Midwifery and directorate management teams champion the clinician management partnership model to develop and maintain a team environment in which the Southern DHB performance is optimised.

|   |  |
|---|--|
| <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> </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> |
|---|--|

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Place decision making processes as close to where care happens to empower our people to deliver our services as one population.</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> |   |
| <b>Cultural</b>  |   |
| <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> |
| <b>Other Duties</b>  |   |
| <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>   |
| <b>Professional Development – self</b>   |   |
| <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>   |
| <b>Health, Safety and Wellbeing</b>  |   |
| <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> <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> </ul>  |

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

.....  
Employee Date

.....  
Manager Date

