

Allied Health, Scientific & Technical Position Description

Employment Agreement:	Allied, Public Health and Technical MECA
Position Title:	Unit Manager – Specialist Addiction Service
Service & Directorate:	Specialist Mental Health Service; Mental Health, Addictions, and Intellectual Disability Directorate
Location:	Dunedin
Reports to:	Service Manager – Specialist Mental Health Service
DHB Delegation Level:	Level 4
Number of direct reports:	
Date:	August 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

The Allied Health Unit Manager (AHUM) will lead and manage the assigned services, providing operational leadership and coordination, while ensuring efficient, effective and safe services within available resources. "Allied Health" is used as an umbrella terms for Allied Health Scientific and Technical (AHS&T) professional groups that are managed under this role.

The AHUM is responsible for operational service delivery. This includes leadership & coordination, operational functions, quality and financial performance, human resource management, quality and risk management. The role also includes accreditation, clinical pathway development and other service delivery improvements within the services, in consultation with relevant Allied Health Scientific and Technical (AHS&T) Leaders.

The AHUM is responsible for developing and maintaining an effective and collaborative relationship with all staff but in particular with relevant AHS&T Professional Leaders.

Working in partnership with the Service Manager, Professional Leads – AHS&T, clinical and other staff, the AHUM 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.

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.

Role Specific Competencies

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's hot button and use it to 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.
Planning	Accurately scopes out length and difficulty of task and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals, evaluates results.
Managing and Measuring Work	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

Mental Health, Addictions, and Intellectual Disability Directorate Senior Leadership Team	Patients, families and whanau
Service Managers	Unions
Allied Health Manager	HWNZ
Allied Health Professional Leaders	Relevant AHS&T Professional Associations and Registration bodies
Allied Health Unit Manager	Other district health boards
Clinical Nurse Coordinators	Community Members
Needs Assessors	Tertiary training institutions (Polytechnics and Universities)
Allied Health Staff	Community Members
Nursing staff	PHO
Medical staff	GPs
Administration staff	
Southern DHB wide staff	

PERSON SPECIFICATION:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> Be a registered AHS&T professional with strong clinical leadership skill and a current practicing certificate (as appropriate) 	<ul style="list-style-type: none"> Relevant post-graduate qualification
Knowledge and Skills:	<ul style="list-style-type: none"> Excellent group facilitation skills and history of a collaborative team approach. 	
	<ul style="list-style-type: none"> Advanced communication techniques such as conflict resolution, diffusion and mediation skills. 	
	<ul style="list-style-type: none"> Innovative and flexible with positive and problem solving approach in all situations. 	
	<ul style="list-style-type: none"> Has proven clinical credibility in own AHS&T specialty. 	
	<ul style="list-style-type: none"> Is a critical consumer of research and embraces evidence-based practice when carrying out any task/function. 	
	<ul style="list-style-type: none"> Knowledge of and demonstrates use of adult teaching and learning principles. 	
Personal Qualities	<ul style="list-style-type: none"> High level of interpersonal and communication skills 	
	<ul style="list-style-type: none"> Manage own time adopting a disciplined approach to establishing and following identified role-related priorities 	
	<ul style="list-style-type: none"> Have a high degree of flexibility, enthusiasm and energy 	
	<ul style="list-style-type: none"> Demonstrated ability to successfully manage conflict and demands of the position 	
	<ul style="list-style-type: none"> Demonstrated initiative and self-motivation 	
	<ul style="list-style-type: none"> Perform other duties relevant to the position as required 	

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities
<p>Allied Health Scientific and Technical Operational Leadership To provide leadership and day to day management.</p>	
<ul style="list-style-type: none"> • Act as an effective role model by demonstrating high levels of clinical competence, in keeping with Southern Way principles • Oversee the assessment, planning, implementation and evaluation of clinical practice within the speciality • Advocate on behalf of client/family/colleagues as appropriate and in a culturally safe manner • Participate in clinical and education planning processes at a service level • Contribute to the process of performance review and management including the preparation and implementation of annual appraisals for all staff alongside the Allied Health Manager • Promote an Inter-disciplinary and inter-professional approach to care 	<ul style="list-style-type: none"> • Evidence staff will have current Professional Development Plan – target to be agreed with Service Manager • Staff engagement in active education and professional development • Evidence of effective strategies and methods to engage the workforce • Performance appraisals of workforce will be completed as per organisational requirements
<p>Clinical Practice To coordinate the skill mix, work force planning and practice requirements</p>	
<ul style="list-style-type: none"> • Promote innovative and creative clinical practice and ensure it is validated with best practice and support research utilisation. • Role model clinical practice excellence • Assess and effectively delegate activities taking into consideration individuals knowledge and skill level and monitor progress • Work collaboratively with all members of the health care team to ensure staff receive high quality education input and support • Promote cost-effective clinical practice • Identify deficits in clinical and professional competencies of individuals and in partnership with Professional Leaders take appropriate action to support achievements of the same and raise appropriately to Service Manager • Promotes a collaborative model of care, teamwork, handover practices, and rapid rounding strategies to enhance patient delivery 	<ul style="list-style-type: none"> • Facilitation / involvement of multidisciplinary meetings affecting patient care. • Meets relevant MOH targets for e.g. smoking cessation, ED 6 Hour • Meets relevant Key Performance Indicators for clinical area for e.g. length of stay, waiting list times • Identifies performance related issues of workforce to Service Manager and relevant Professional Leader
<p>Quality and Risk</p>	
<ul style="list-style-type: none"> • Adherence to Southern DHB Performance Excellence and Quality Improvement Strategy • Work collaboratively with Occupational Health, Quality and Risk and Infection Control to maintain organisational standards • Review and implement systems to ensure that processes to establish monitor and review the service specific standards of practice and indicators of clinical 	<ul style="list-style-type: none"> • Meets as agreed with Service Manager to monitor quality/risk • Deliver on agreed quality projects alongside Service Manager

<p>practice are established and maintained</p> <ul style="list-style-type: none"> • Demonstrate an understanding of risk, identifying emerging risks and ensuring risk mitigation action plans are developed and followed through • Demonstrate a sound understanding of the Southern District Health Board quality management framework and the Southern District health Board's Performance and Quality Improvement Strategy contributing to and leading quality initiatives 	
Resource management	
<ul style="list-style-type: none"> • Participate in workforce and development planning • Ensure that patient allocation and model of care is based on appropriate skill mix • Encourages development of staff in partnership with identified Professional Leaders, encouraging staff to work up to their scope and providing succession planning • Work to identify current and future staffing resource requirements and develop strategies to address 	<ul style="list-style-type: none"> • Safe staffing skill mix, meets the needs of the service • Elevate to Service Manager resource requirements with strategies considered • Ensure daily Time and Attendance is updated
Professional Competencies	
<ul style="list-style-type: none"> • Maintains own Professional requirements for an annual practising certificate (as appropriate) as directed by the HPCA and SWRB Acts 	<ul style="list-style-type: none"> • Current Professional development Plan in place
Self-Management	
<ul style="list-style-type: none"> • Develop logical and complete plans to resolve issues • Manage own time adopting a disciplined approach to establishing and following priorities of work • Exhibit self confidence 	<ul style="list-style-type: none"> • Relationships are developed and maintained with own peer group for robust peer review and support
Health, Safety and Wellbeing	
<ul style="list-style-type: none"> • Southern District Health Board is committed to achieving the highest level of health and safety for its staff. All employees are expected to take initiative and identify, report and resolve issues that may cause harm to themselves or others in the organisation. As an employee of the Southern District Health Board, the health and safety of clients and colleagues, as well as your own, are your responsibility. You are expected to work safely at all times, and to actively participate in health and safety programs in your area. It is expected that you will report all accidents or potential hazards to your manager. 	<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. • All staff on annual leave plans for the year, with strategies to reduce high annual leave balances • Sick leave monitored and high usage identified • Health and safety monitored through occupational health with early identification of potential hazards
Treaty of Waitangi (Te Tiriti o 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, delivery and monitoring of health and disability 	<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 equitable healthcare with Māori patients and their

<p>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. • <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>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