

## Position Description | Te whakaturanga ō mahi

### Te Whatu Ora | Health New Zealand

<b>Title</b>	Midwife Manager		
<b>Reports to</b>	Midwife Manager, Secondary & Tertiary Maternity Services		
<b>Location</b>	Invercargill		
<b>Department</b>	Specialist Services		
<b>Direct Reports</b>		<b>Total FTE</b>	1.0
<b>Budget Size</b>	<b>Opex</b>	<b>Capex</b>	
<b>Delegated Authority</b>	<b>HR</b>	<b>Finance</b>	
<b>Date</b>			
<b>Job band (indicative)</b>	Designated Senior Midwife Grade 7		

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

#### Te Mauri o Rongo – The New Zealand Health Charter (to be confirmed)

Te Mauri o Rongo is currently being finalised – this section provides an overview of anticipated content. In order to guide the culture, values, and behaviour expected of the health sector, Health New Te Mauri o Rongo provides common values, principles and behaviours through four Pou, to guide health entities and their workers, enabling a cultural transformation of the health sector. Te Mauri o Rongo fundamentally upholds a key system shift of the New Zealand health reforms to reinforce and embrace Te Tiriti and our obligations to it.

The pou are a platform and a foundation to empower a culture transformation, every person is guided to align themselves to the pou and enact the values and behaviours that the pou represent. Employers and employees are expected to uphold Te Mauri o Rongo in their work and environments as part of our commitment to achieving Pae Ora (healthy futures) for all.

It is fundamental that the four Pou of Te Mauri o Rongo are upheld by the health entities and their workforce.

<b>Wairuatanga</b>	The ability to work with heart	<i>"When we come to work, we are able and supported by others to be our whole selves. When we return home we are fulfilled".</i>
<b>Rangatiratanga</b>	Ensuring that the health system has leaders at all levels who are here to serve	<i>"As organisations we support our people to lead. We will know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all"</i>
<b>Whanaungatanga</b>	We are a team, and together a team of teams	<i>"Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. Together we are whānaunga, we are the workforce - kaimahi hauora"</i>
<b>Te Korowai Manaaki</b>	Seeks to embrace and protect the workforce	<i>"The wearer of the cloak has responsibility to act/embody those values and behaviours"</i>

### About the role

The Midwife Manager is responsible for the management of ward/unit/service delivery 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 ward/unit/ service.

Working in partnership with clinical and other staff, the Midwife Manager will contribute to strategic and operational management in a way that is consistent with the organisation's vision and values.

- Provide professional, operational, and clinical leadership, coordination, and management to ensure the safe and effective delivery of maternity care, identification and mitigation of clinical risk, and continuous quality improvement whilst acting as a positive role model.
- Fostering a culture of clinical excellence, innovation, and strategic thinking.
- Facilitating clinical practice development within the multidisciplinary team.
- Ensuring human resource management activities are undertaken appropriately for all staff including recruitment, professional development management and performance management where indicated.
- Network with the other maternity facilities within the wider Southern region to provide consistency within the services and leadership support.
- Participates in service development planning.
- Ensuring service delivery is provided within approved activity plans and financial budgets.
- Preparing performance reports on activity and resource utilisation compared to the activity plan and budget, including description of risk mitigating strategies on issues that threaten to impact on clinical safety, financial and operational performance of the service.
- Working with Service Manager and reporting professionally to the Director of Midwifery to develop and implement capital and asset management plans that ensure all plant and equipment is maintained, replaced and/or purchased for the ward/units.
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are actively in place.
- Participating in focus groups/projects that advance issues and strategies for the organisation.

- Proactively identify development goals for self in order to meet the position requirements.

Key Result Area	Expected Outcomes / Performance Indicators – Position Specific
<p><b>Clinical Leadership</b></p> <ul style="list-style-type: none"> <li>• Promote excellence in clinical service provision through the sharing of new knowledge, ideas, and research.</li> <li>• Encourage innovation and practice initiatives that enhance clinical care or service provision.</li> <li>• Maintain a high standard of clinical expertise within the ward/unit.</li> <li>• Foster the development of a cohesive team which works collaboratively to achieve optimal patient/ service outcomes.</li> <li>• Ensure Treaty of Waitangi principles and Tikaka best practice guidelines are fully integrated into practice.</li> <li>• Encourage a culture of continuous learning, positive critique of the status quo and use of evidence-based practice.</li> <li>• Ensure there is adequate leadership and principles of direction and delegation are adhered to by all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Be active and visible within the team, motivating and actively praising/valuing staff endeavours, and acknowledging patient satisfaction and good clinical care.</li> <li>• Promote woman/person/whānau centred care that incorporates a strong customer service philosophy through effective and positive interactions with women/people/whānau, staff, visitors, and other agencies.</li> <li>• Ensure clinical practice is provided within accepted professional standards, codes, policies, and relevant legislation.</li> <li>• Care is delivered in a culturally safe and responsive manner, according to Tikanga Best Practice guidelines.</li> </ul>
<p><b>Service Planning and Delivery</b></p> <ul style="list-style-type: none"> <li>• Lead and manage respective wards/units/services in accordance with operational plans and budgets.</li> <li>• Ensure a woman/person/whānau service focus is adopted and maintained at all ward/unit/service team level.</li> <li>• Implement Southern District wide policies and processes.</li> <li>• Ensure service delivery complies with Health and Disability sector standards and relevant legislation.</li> <li>• Actively participate in the preparation of service activity plans.</li> <li>• In conjunction with the Director of Midwifery/Midwife Manager ensure service planning and delivery complies with Te Whatu Ora performance indicator standards (where applicable).</li> <li>• Ensure adherence to the Te Whatu Ora delegations of authority.</li> <li>• Effectively utilise Southern District information systems and data to enable</li> </ul>	<ul style="list-style-type: none"> <li>• Build and maintain effective relationships and communication mechanisms with staff, associated clinical and support services, and external agencies as applicable.</li> <li>• Develop and implement audit care pathways in conjunction with clinical staff.</li> <li>• Ensure integrated care plans are utilised in clinical service delivery.</li> <li>• Facilitate and champion the integration of the Te Whatu Ora Team based model of care.</li> <li>• Monitor ward/unit/service performance against key performance indicator targets, identifying and implementing corrective actions as and if required in conjunction with the Director of Midwifery/Midwife Manager.</li> <li>• Prepare accurate monthly management reports for the ward/unit including variance analysis of key performance indicators, balanced scorecard and financial</li> </ul>

<p>ward/unit/ service patient care management and human resource utilisation activities.</p> <ul style="list-style-type: none"> <li>• Identify, lead and manage projects to improve ward/ unit/service efficiency and effectiveness.</li> <li>• 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.</li> </ul>	<p>management variances together with corrective actions.</p> <ul style="list-style-type: none"> <li>• Prepare business cases and/or reports as requested/ required by the Director of Midwifery/ Midwife Manager.</li> </ul>
<p><b>Staff Management and Planning</b></p> <ul style="list-style-type: none"> <li>• Lead by example acting as a positive, motivating and inspiring role model for all staff.</li> <li>• Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources and the Director of Midwifery/Midwife Manager; facilitate change management as appropriate.</li> <li>• Ensure effective recruitment, orientation, preceptorship, rostering and administration of staff in accordance with Te Whatu Ora Southern policies.</li> <li>• Develop communication mechanisms that facilitate effective and timely communication within and across the ward/s and/or unit/s.</li> <li>• Proactively plan and implement appropriate staffing aligned with variations in patient/staff activity, e.g. winter, Christmas, school holidays.</li> <li>• Ensure timely staff appraisal and feedback structures are in place. With staff, identify professional development plans aligned to Te Whatu Ora Southern and service priorities.</li> <li>• Proactively deal with staff conflict and performance issues.</li> <li>• Ensure effective strategies are in place to resolve issues.</li> <li>• Maximise opportunities to create a harmonious working environment. Show positive leadership and seek feedback.</li> <li>• Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave.</li> <li>• Ensure accuracy and timeliness in rostering and payroll transactions in compliance with</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a comprehensive staffing plan for staff directly reporting to the CNM/MM that recognises potential shortcomings and identifies strategies to address gaps both short and long term.</li> <li>• Ensure professional staff practice with a current annual practising certificate and logs in the appropriate reporting system.</li> <li>• Ensure rosters are developed in accordance with approved core roster resource levels and Rostering Standards and budgets.</li> <li>• Ensure appropriately budgeted training and development plans are in place for all staff.</li> <li>• In conjunction with the CMM/Midwifery Educator, ensure in-service training and education is carried out to maintain quality of service.</li> <li>• Promote and facilitate nursing staff participation in the Professional Development Recognition Programme (PDRP).</li> <li>• Ensure all staff have an up-to-date annual leave management plan at all times.</li> </ul>

<p>OneStaff (staff management system) and the Rostering Standards</p>	
<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>• Report to the Director of Midwifery/ Midwife Manager on a monthly basis, financial performance including variations and corrective actions.</li> <li>• Work closely with the Business Analyst to understand variances and operationalise mitigating strategies.</li> <li>• Participate in annual budgeting process.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage capital expenditure within annual capital expenditure plans, and in accordance with Te Whatu Ora policies and procedures.</li> <li>• Proactively engage with staff to identify ideas and action plans for ward/unit efficiency improvements and cost reduction initiatives.</li> </ul>
<p><b>Quality and Risk Management</b></p> <ul style="list-style-type: none"> <li>• Lead, administer and facilitate staff involvement in, Maternity Unit's quality and risk programmes and improvement action plans, and participate in service-wide programmes in accordance with Southern DHB policy.</li> <li>• Ensure compliance with all relevant standards and legislation, health and safety guidelines, professional regulations, and safe equipment guidelines.</li> <li>• Lead incident reporting and investigation processes, within Te Whatu ora Southern's policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Lead and manage service level health and safety programmes including audit of hazards and routine reporting of incidents and accidents.</li> <li>• 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.</li> <li>• Proactively develop new ward/unit/service policies and protocols in conjunction with members of the team.</li> <li>• Lead and participate in relevant certification and accreditation audits.</li> </ul>
<p><b>Quality and Performance</b></p> <ul style="list-style-type: none"> <li>• Maintain professional and organisational quality standards.</li> <li>• Ensure delivered work is planned, delivered, and implemented consistently against quality standards.</li> <li>• Continuously identify improvement opportunities to perform job in most effective manner.</li> <li>• Investigate opportunities to achieve goals in a more efficient way.</li> <li>• Lead and support the implementation of the</li> </ul>	<ul style="list-style-type: none"> <li>• Performance is in alignment with HR quality audit standards, organisational requirements, and professional standards.</li> <li>• 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.</li> </ul>
<p><b>Strategic Management</b></p> <ul style="list-style-type: none"> <li>• Maintain knowledge of current and emerging strategic priorities for relevant Directorates.</li> <li>• Identify opportunities for improvement and lead and/or facilitate improvement projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Build a collective vision for the Maternity Unit that communicates clearly to staff, access holders', and women/people and family/whānau's aspirations for the delivery of excellent maternity services.</li> <li>• Develop and maintain visible dashboards to monitor progress of quality improvement activities.</li> </ul>

	<ul style="list-style-type: none"> <li>Participate in Te Whatu ora Southern's quality improvement projects as relevant</li> </ul>
<b>Contribution to Organisational Leadership</b> <ul style="list-style-type: none"> <li>Participate in focus groups/projects that advance issues and strategies for the organisation.</li> <li>Provide cover for other CNM/CMM/UM within the service as required.</li> </ul>	<ul style="list-style-type: none"> <li>Participate collectively with other CNM/CMM to provide a collaborative approach to provide clinical service provision.</li> </ul>
<b>Self-Management</b> <ul style="list-style-type: none"> <li>Plan and manage own work to achieve desired results on time, within budget and to required standard.</li> </ul>	<ul style="list-style-type: none"> <li>Act as a role model for the Te Whatu Ora organisational values.</li> </ul>
<b>Other Duties</b> <ul style="list-style-type: none"> <li>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</li> </ul>	<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 Te Whatu Ora processes and reflects best practice.</li> <li>Research undertaken is robust and well considered.</li> <li>Live and support the DHB values in everything you do.</li> </ul>

Key Result Area	Expected Outcomes / Performance Indicators – All Te Whatu Ora Leaders
Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori</li> <li>Supports tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care</li> <li>Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership</li> </ul>
Equity	<ul style="list-style-type: none"> <li>Commits to helping all people achieve equitable health outcomes</li> <li>Demonstrates awareness of colonisation and power relationships</li> <li>Demonstrates critical consciousness and on-going self-reflection and self-awareness in terms of the impact of their own culture on interactions and service delivery</li> <li>Willingness to personally take a stand for equity</li> <li>Supports Māori-led and Pacific-led responses</li> </ul>
Culture and People Leadership	<ul style="list-style-type: none"> <li>Lead, nurture and develop our team to make them feel valued</li> <li>Prioritise developing individuals and the team so Te Whatu Ora has enough of the right skills for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities and others</li> </ul>

# Te Whatu Ora

## Health New Zealand

	<ul style="list-style-type: none"> <li>• Provides leadership that shows commitment, urgency and is visibly open, clear and innovative whilst building mutually beneficial partnerships with various stakeholders both internally and externally</li> <li>• Implement and maintain People &amp; Culture strategies and processes that support provide an environment where employee experience, development and performance management drive achievement of the organisation's strategic and business goals</li> <li>• Ensures Business Unit culture develops in line with expectations outlined in Te Mauri o Rongo (the Health Charter, once developed), ensuring unification of diverse teams whilst simultaneously supporting local cultures to be retained &amp; strengthened</li> </ul>
Innovation & Improvement	<ul style="list-style-type: none"> <li>• Be open to new ideas and create a culture where individuals at all levels bring their ideas on how to 'do it better' to the table</li> <li>• Model an agile approach –tries new approaches, learns quickly, adapts fast</li> <li>• Develops and maintains appropriate external networks to support current knowledge of leading practices</li> </ul>
Collaboration and Relationship Management	<ul style="list-style-type: none"> <li>• Models good team player behaviour, working with colleagues to not allow silo thinking and behaviour at decision making level to get in the way of doing our best and collegially supports others to do the same</li> <li>• Work with peers in Te Aka Whai Ora   Māori Health Authority and Pacific Health Business Unit to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services</li> </ul>
Health & safety	<ul style="list-style-type: none"> <li>• Exercises leadership and due diligence in Health and Safety matters and ensures the successful implementation of Health and Safety strategy and initiatives</li> <li>• Taking all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes</li> <li>• Lead, champion, and promote continual improvement in health and wellbeing to create a healthy and safe culture</li> </ul>
Compliance and Risk	<ul style="list-style-type: none"> <li>• Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place</li> <li>• Ensures compliance with all relevant statutory, safety and regulatory requirements applicable to the Business Unit</li> <li>• Understands, and operates within, the financial &amp; operational delegations of their role, ensuring peers and team members are also similarly aware</li> </ul>
Professional Development – self	<ul style="list-style-type: none"> <li>• Identifying areas for personal and professional development.</li> <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>

### Relationships

External	Internal
<ul style="list-style-type: none"> <li>• Patients, families and whānau</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Midwifery</li> </ul>
<ul style="list-style-type: none"> <li>• LMC Access Holders</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Nursing &amp; Midwifery Officer</li> </ul>

• NZCOM	• Integrated Operations Centre
• Midwifery Council	• Clinical Directors/Clinical Leaders
• University of Otago School of Medicine	• Service Managers
• Otago and Southland Polytechnics	• Other Managers/Midwife Managers/Unit Managers
• Health and Welfare Agencies	• Practice Development Unit staff
• Relevant Support Groups	• Obstetric Clinical Leader
• Other service providers (NGOs, PHO)	• Clinical and Corporate support staff
• Primary Maternity Unit Managers & Staff	• SDHB wide staff
• Health and Welfare agencies	• Allied Health Director & Staff
	• Human Resources & Recruitment
	• Maternity Quality & Safety Programme Coordinator
	• Clinical Specialists

### About you – to succeed in this role

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#### You will have

#### Essential:

- Minimum of 5 years recent experience since midwifery registration
- A relevant graduate and post-graduate qualification
- Experience in implementing Te Tiriti o Waitangi in action.
- Hold a current practising certificate.
- Hold a current portfolio (QLP) or equivalent appropriate to the role.
- A comprehensive understanding of the NZ maternity system including knowledge of roles and operations of the Midwifery Council, NZCOM, MERAS and legislative frameworks.
- 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.
- Knowledge of and demonstrated use of adult teaching and learning principles.
- 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.

### You will be able to

#### Essential:

- Demonstrate an understanding of the significance of and obligations under Te Tiriti o Waitangi, including how to apply Te Tiriti principles in a meaningful way in your role
- Take care of own physical and mental wellbeing, and have the stamina needed to go the distance
- Able to maximise the quality and contributions of individuals and teams to achieve the organisation's vision, purpose and goals
- Establish and maintain positive working relationships with people at all levels within the public and private sectors, related industry and community interest groups and the wider national and international communities
- Demonstrate a strong drive to deliver and take personal responsibility
- Demonstrate self-awareness of your impact on people and invests in your own leadership practice to continuously grow and improve
- Demonstrate the highest standards of personal, professional and institutional behaviour through commitment, loyalty and integrity
- Demonstrate a history of a collaborative team approach.
- Have proven clinical credibility.
- Have extensive experience of clinical quality and safety, best practice.
- Be a critical consumer of research and embrace evidenced based practice when carrying out tasks/functions.
- A reasonable level of fitness is required to cope with the demanding physical requirements of the job. The following denote the key physical requirements for the position: standing, walking, bending, sitting, stairs, simple grasping, fine manipulation, operating machinery/equipment, lifting, overhead reaching, carrying, pushing/pulling, twisting, climbing/balancing, crouching/squatting, manual handling of people, other reaching, and ability to participate in personal restraint if required.

*This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.*

### Acknowledged / Accepted

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\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Manager

\_\_\_\_\_  
Date