

Role Description

Nau mai, haere mai ki Ūpoko ki te uru hauora

Position: Section Head- Cardiac Sonography

Service / Group: Cardiology Service/ Medicine, Cancer and Community

Responsible to: Service Manager- Cardiology

Our Mission:

Together, Improve the Health and Independence of the People of the District

Our Vision

Keeping our community healthy and well.

Our Values:

- Manaakitanga - Respect, caring, kindness
- Kotahitanga – Connection, unity, equity
- Rangatiratanga - Autonomy, integrity, excellence

Context

Organisational perspective

Capital & Coast District Health Board receives funding to improve, promote and protect the health of the people within Wellington, Porirua and Kapiti region.

We are a tertiary facility operating Wellington Regional Hospital, Kenepuru Community Hospital, Kapiti Health Centre and Ratonga Rua-o- Porirua Mental Health Campus, a Forensic, Rehabilitation and Intellectual Disability service. MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa, Hutt Valley and Capital & Coast District Health Boards. We have an annual budget of more than \$1 billion which we use to deliver health services directly as well as contracting external providers.

We provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services. Approximately 6,000 staff work at Capital & Coast District Health Board.

Service Perspective

The Cardiology Service is a secondary and Tertiary service provided for Capital and Coast DHB and those of the central region of New Zealand.

Cardiology at CCDHB includes:

- Outpatient Clinics
- Cardiac Diagnostic Testing
- The Heart and Lung Unit
- Cardiac interventional Suite, providing the following procedures:
 - Coronary Angiograms

- Coronary intervention and CTO
- Balloon Valvuloplasty and TAVI
- PFO/ASD/LAA Closure
- Pacing, ICD and CRT implants
- Electrophysiology
- Cardiac Physiology Service includes:
 - Pacing/ICD follow-up service
 - Echocardiography
 - Catheter, Pacing & Lab. Monitoring
 - Exercise Tolerance Testing
 - Non-invasive monitoring- Holter-ECG, Events & Ambulatory BP
 - Electrocardiography
 - Training of provisional Cardiac Physiologists

Clinical Physiology provides a full range of diagnostic testing as an integral part of the Cardiology Service
 CCDHB Cardiology Service is jointly accredited as an SCT training facility with Hutt Valley DHB Cardiology Service.

Role Perspective

The Clinical Physiology Service is a team who works closely with physicians, nurses, Medical Radiation Technologist, administrators and support staff to provide a high quality, efficient and patient focused service to inpatients and outpatients.

The role of Section Head- Cardiac Sonography is a mixed clinical and management role within the Cardiac Physiology team managing workflow and staff. The management time allocation designated for this position is approximately 0.4 FTE, with the remaining balance being clinical work, however on occasion this may be negotiated beyond this. The Section Head will be based at Wellington Regional Hospital though may be required to work at other Central Region District Health Boards of Hutt Valley, Wairarapa, Whanganui, Mid-Central, Hawkes Bay, and Nelson Marlborough.

This role may include participation in an on-call roster and covering their share of clinical overtime when required.

The Section Head will:

- Maintain senior Clinical Physiology Practitioner skills, to work at a high standard, ensuring patient needs are met when accessing Clinical Physiology services
- Manage the day-to-day workings of the team including leave and roster management
- Develop an understanding of all technical and support tasks required to oversee a service
- Support local and regional trainee Clinical Cardiac Physiologists enrolled in the existing national Clinical Physiology training programme undertaking the echocardiography learning
- Facilitate and co-ordinate the training of Cardiac Sonographers.
- Expand and use knowledge of the other cardiac diagnostic services to identify quality improvements to service delivery locally and where applicable across the Central Region.

The role holder will be expected to be registered with the Medical Radiation Technologists Board, hold a current Annual Practising Certificate, and have a current advanced resuscitation certificate.

Purpose of the role

To lead a patient focused service and providing leadership for service delivering a high professional standard.

- To manage the work of the service, co-ordinating and facilitating training and professional development.
 - Support the goals of the Clinical Physiology team through their work and leadership.
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Key Accountabilities

Key Accountability	Deliverables / Outcomes	Key Performance Indicators/Measures
1. Leadership	<ul style="list-style-type: none"> • Articulates and drives the direction and goals for the service • Organisational Advocacy • Establish effective working relationships and credibility with members of multi-disciplinary teams across the service continuum • Coordination/visibility • HR/Performance Management 	<ul style="list-style-type: none"> • Achievement of relevant goals in service plan • Quality and patient safety indicators • Patient Satisfaction • Complaint rates • Attends appropriate meetings to support the service • Wider organisational involvement e.g. patient flow and service development • Maintains strong effective relationships across directorates, and with RMO's and with multi-disciplinary teams • Is visible across the service • Is able to articulate the patient continuum and associated issues • Staff allocation reflects the need to appropriately cover the service during hours of operation/as required • Is available/accessible to all staff • HR processes and Annual performance reviews completed for all direct reports in conjunction with service manager/or delegate as appropriate • 100% new staff are oriented to the organisation and the service.
2. Patient Care	<ul style="list-style-type: none"> • Complies with CCDHB policy and procedures, including Code of Ethics • Demonstrates respect for patients' rights, comfort and confidentiality • Ensures informed consent is adhered to where appropriate • Encourages patient participation in procedures as appropriate • Demonstrates cultural sensitivity in dealings with patients and their families/significant others • Promotes customer satisfaction 	<ul style="list-style-type: none"> •

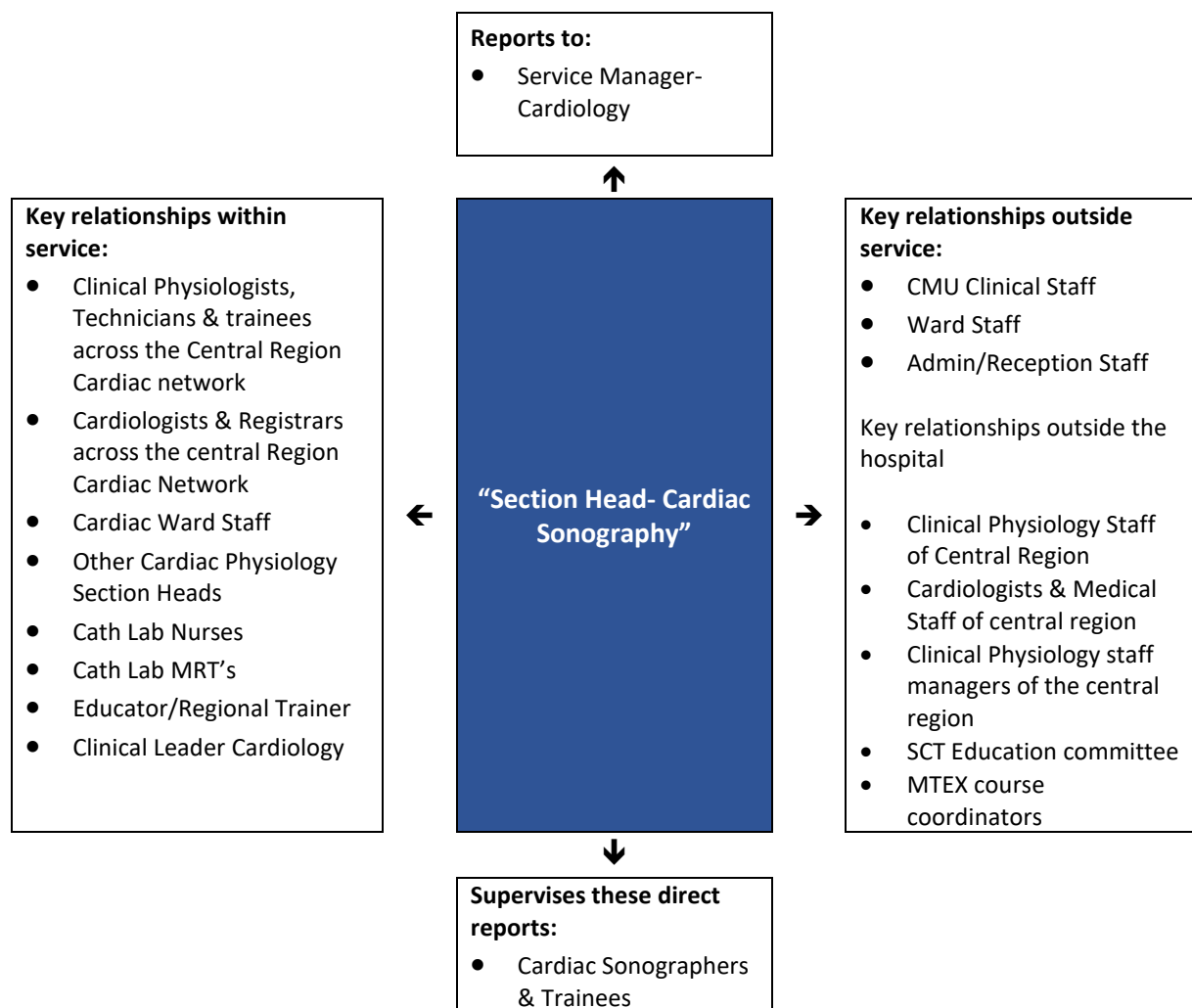
<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators/Measures</i>
3. High Quality Diagnostic Testing	<ul style="list-style-type: none"> • Consistently meets competency standards within scope of practice • Follows current service processes and guidelines for practice • Efficient service delivery • Patient focussed • Coordinates service audits. • Maintains high standard of service provision 	<ul style="list-style-type: none"> •
4. Maintaining Equipment, Supplies and Service	<ul style="list-style-type: none"> • Contributes to strategic service direction and facilitate implementation of projects that pertain to the service • Manage the day-to-day service workflow and service provision • Maintains current knowledge of correct technical operation of equipment, working within written operation guidelines/procedures • Ensures equipment is maintained in good working order • Matches staff to service requirements 	<ul style="list-style-type: none"> • Contribution to business case development where required for furthering service needs • Ensures processes are followed and service areas are staffed and supplied to deliver service • Equipment failures are immediately notified and managed pro-actively, including device & lead alerts • Super-user of patient database, able to guide and train others to edit errors, correct data, recall studies, update users, machine configurations etc. • Co-ordinating & managing week-to-week workflow • Facilitating team of Clinical Physiologists to understand workflow management and contribute positively to daily management of the service

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators/Measures</i>
5. Communication	<ul style="list-style-type: none"> • Effective & professional communication with staff, patients, and others regarding clinical care, in accordance with policies and procedures • Attends and participates in regular Clinical Physiology team meetings • Leads regular service team meetings with both administrative and educational components • Recognises and uses communication systems appropriately, e.g. electronic processes, paper processes, interpreter services • Ensures information given to others is accurate, up-to-date and recognises ethical, cultural, professional and statutory requirements • Seeks clarification from appropriate others if uncertain of intent of meaning of communications • Written and oral communications are concise and clear 	<ul style="list-style-type: none"> • Other staff and/or patients know what is happening and what they are required to do • Monthly reports are provided to the Team Leader, with reports conveying essential information succinctly without unnecessary complexity • Records of service team meetings on a regular basis with all staff kept up-to-date with processes and contributing to case reviews • Is aware of dynamic processes, improvements, activities within the service • Achieves satisfactory rating in customer satisfaction surveys • Documentation is accurate • Manages differences of opinion in a timely, positive and non-confrontational manner • Sound working relationships are established and maintained
6. Quality Improvement	<ul style="list-style-type: none"> • Actively participates in quality improvement activities • Understands and uses Reportable Event system • Participates in audit activities • Follows established processes • Implements identified improvements to processes and study protocols where indicated for service improvement • Undertakes staff performance appraisals in conjunction with TL 	<ul style="list-style-type: none"> • Provides input toward development of new processes for service provision • Reportable Events are completed where appropriate • Audit work is evident • Accesses and refers to guidelines for processes and protocols • Accesses and refers staff to departmental user manuals, guidelines and protocols • Facilitates reviews and updates of user manual documents, guidelines and protocols • Completion of team annual performance appraisals and performance plans as require in conjunction with TL

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators/Measures</i>
7. Hazard & Risk Management / Minimisation	<ul style="list-style-type: none"> Complies with responsibilities under the Health & Safety in Employment Act 1992 Actively contributes to risk minimisation activities within the service Actively participates in hazard identification and management processes Actively supports and complies with health and safety policy and procedures Proactively reports and remedies any unsafe work conditions, accidents & injury Manages staff leave and professional development Contribute to management of staff turnover 	<ul style="list-style-type: none"> Has read and understood health and safety policy and procedures Practices the role safely Practices within Infection Control guidelines Is aware of risks relevant to the service Team Leader is made aware of new risks and updated with risk management initiatives in practice Works with Team Leader and HR to fill vacancies within the team, contributing to advertising, applicant management, interviewing and appointment
8. Education	<ul style="list-style-type: none"> Maintains education standard of a Clinical Physiologist in their chosen speciality Ensures the local and regional Clinical Physiology trainees have access to training support Participates in ongoing professional development Maintains Level 5 CPR Skills Active involvement in departmental & relevant external education and equipment training sessions Provides clinical supervision to Clinical Physiology trainees and other colleagues Training plans for all staff Co-ordinates training programmes and professional development for new and existing staff; Co-ordinates liaison with unit managers and supervisors of trainees to identify and plan together how to meet local training needs Assist with staff skills assessment 	<ul style="list-style-type: none"> Meets requirements of APC Attendance at education/training is noted for Annual Practicing Certificate folder Cardiac Physiology trainees have access to a designated member of the Cardiac Physiology team to support their training either locally or within their employing DHB Has knowledge of core Cardiac Physiology competencies and other testing within scope of practice and sub-specialty practice Passes Level 5 CPR skills training Is up-to-date with professional standards Trainees have access to their local tertiary centre to assist their training Trainees are rotated within their employing DHBs and across Central Region DHBs where advantageous to their professional development

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators/Measures</i>
9. Maintaining Professional Standards	<ul style="list-style-type: none"> • Complies with the Clinical Physiology Board Code of Conduct • Participates as a responsible, professional member of the Cardiology Services in the Central Region • Participates in research where relevant • Performance management 	<ul style="list-style-type: none"> • Meets with Team Leader regularly and provides a monthly report outlining the progress against training plans, activity and service related issues • Performs other tasks as requested by the Team Leader • Displays professional conduct at all times • Maintains own knowledge of latest developments in the field of Cardiology • Participates in personal performance management process in accordance with DHB policies and procedures
10. Leading the Team	<ul style="list-style-type: none"> • Reports' roles are clear, performance is managed and development plans are in place in conjunction with Operations Manager/or delegate 	<ul style="list-style-type: none"> • Record of regular performance / catch-up discussions with direct reports • Direct reports feedback

Key Relationships & Authorities



Capability Profile

Competencies

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
Organising	<ul style="list-style-type: none">• Quickly learn and identify resources necessary to achieve role• Can marshal resources (people, funding, material, support) to achieve objectives• Can orchestrate multiple activities at once to accomplish a goal• Uses resources effectively and efficiently• Arranges information and files in a useful manner
Negotiating	<ul style="list-style-type: none">• Can negotiate skilfully in tough situations with both internal and external groups• Can settle differences with minimum noise• Can win concessions without damaging relationships• Can be both direct and forceful as well as diplomatic• Gains trust quickly of other parties to the negotiations• Has a good sense of timing• Eliminates roadblocks
Motivating Others	<ul style="list-style-type: none">• Act as a Role Model• Can motivate many kinds of direct reports and team or project members• Creates a climate in which people want to do their best• Creates focus• Can assess each person's key drivers/values and use these to get the best out of him/her• Pushes tasks and decisions down• Empowers others• Empowers others using a collaborative leadership style to training and professional development co-ordination and delivery• Invites input from each person and shares ownership and visibility• Makes each individual feel their work is important• Is someone people like working for and with• Understands the workload and stresses on new trainees, new grads and immigrating staff to support them in their professional development• Understands learning styles of adults and uses this knowledge to provide training information in appropriate formats
Interpersonal Skills	<ul style="list-style-type: none">• Relates well to all kinds of people inside and outside the organisation – up, down, and sideways• Builds appropriate rapport and personal collegial networks• Builds constructive and effective relationships• Uses diplomacy and tact• Can diffuse even high-tension situations comfortably
Building effective teams	<ul style="list-style-type: none">• Blends people into teams when needed• Creates strong morale and spirit in her/his 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

Competency	Behaviours
	<ul style="list-style-type: none"> •
Partnership with Maori	<ul style="list-style-type: none"> • Understands the principles of Te Tiriti o Waitangi and how these apply within the context of health service provision. • Applies the notion of partnership and participation with Maori within the workplace and the wider community. • Promotes and participates in targeting Maori health initiatives by which Maori health gains can be achieved. • Implements strategies that are responsive to the health needs of Maori
Communication	<ul style="list-style-type: none"> • Practises active and attentive listening • Explains information and gives instructions in clear and simple terms • Willingly answers questions and concerns raised by others • Responds in a non-defensive way when asked about errors or oversights, or when own position is challenged • Is confident and appropriately assertive in dealing with others • Deals effectively with conflict to de-escalate where possible
Teamwork	<ul style="list-style-type: none"> • Develops constructive working relationships with other team members • Has a friendly manner and a positive sense of humour • Works cooperatively - willingly sharing knowledge and expertise with colleagues • Shows flexibility - is willing to change work arrangements or take on extra tasks in the short term to help the service or team meet its commitments • Supports in word and action decisions that have been made by the team and their manager • Shows an understanding of how one's own role directly or indirectly supports the health and independence of the community
Dealing with Ambiguity	<ul style="list-style-type: none"> • Can effectively cope with change • Can shift gears comfortably • Can decide and act without having the total picture • Isn't upset when things are up in the air • Doesn't have to finish things before moving on • Can comfortably handle risk & uncertainty
Process Management	<ul style="list-style-type: none"> • 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 to 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
Priority Setting	<ul style="list-style-type: none"> • Spends his/her time and the time of others on what's important • Quickly zeroes in on the critical few and puts the trivial many aside • Can quickly sense what will help or hinder in accomplishing a goal • Eliminates roadblocks • Creates focus
Conflict Management	<ul style="list-style-type: none"> • Steps up to conflicts, seeing them as opportunities • Reads situations quickly • Good at focused listening • Can hammer out tough agreements and settle disputes equitably • Can find common ground and get cooperation with minimum noise

Competency	Behaviours
Political Savvy	<ul style="list-style-type: none"> • Can manoeuvre through complex political situations effectively and quietly • Is sensitive to how people and organisations function • Anticipates where the land mines are and plans his/her approach accordingly • Views corporate politics as a necessary part of organisational life and works to adjust that reality • Is a maze-bright person
Integrity and Trust	<ul style="list-style-type: none"> • 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 her/himself for personal gain
Composure	<ul style="list-style-type: none"> • Is cool under pressure • Does not become defensive or irritated when times are tough • Is considered mature • Can be counted on to hold things together during tough times • Can handle stress • Is not knocked off balance by the unexpected • Doesn't show frustration when resisted or blocked • Is a settling influence in a crisis

Essential Experience and Capability

a. Knowledge and Experience:

- Minimum of 5 years post registration experience as a Cardiac Sonographer
- Wide range of experience and expertise in Cardiac Sonography
- Experience in peer-teaching, mentoring and assessment
- Experience in professional leadership and operational management
- Proficiency in use of computer/ teaching technologies e.g. Word, Power Point, Xcel, teaching equipment e.g. data shows, projectors

b. Essential Professional Qualifications / Accreditations / Registrations:

- Attained DMU or QUT or other MRTB recognised Cardiac Sonographer qualification
- Registered with MRTB as a Sonographer (cardiac) and maintains an APC, or eligible to register with MRTB without restrictions as a Cardiac Sonographer upon successful employment.
- Holds a current advanced Resuscitation certificate

c. Someone well-suited to the role will place a high value on the following:

- Self-led Learning
- Participating in and contributing to regular relevant meetings across the region
- Maintaining competency and growing current knowledge base through participating in ongoing personal professional development
- Maintaining clinical skills
- Presentations at suitable local, regional and national forums
- Contribution or involvement in ongoing research and/or education and training of self and colleagues

d. Other:

- Good working knowledge of the New Zealand Health System and working within a multi-disciplinary team environment
- Experience with change management is desirable
- Clean and current full NZ driver's license

Ma tini, ma mano, ka rapa te whai
By joining together we will succeed

Capital and Coast District Health Board (CCDHB) is committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

CCDHB is committed to Te Tiriti o Waitangi principles of partnership, participation, protection equity and by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Maori cultural practices.