

## Position Description

<b>Position</b>	<b>Team Leader, Child Development Service</b>
<b>Team / Service</b>	Childrens Health Service
<b>Group</b>	Womens and Childrens
<b>District</b>	Capital, Coast & Hutt Valley
<b>Responsible to</b>	Operations Manager, Childrens Health Service
<b>Children's Act 2014</b>	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
<b>Location</b>	This position is expected to work from [list the campus(es), hospital(s), or description such as, "multiple locations across the district"]

## Te Whatu Ora

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

## Context

Capital, Coast & Hutt Valley district provides hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are accountable for meeting the needs of and improving health outcomes for all the constituent populations of our district, and the region more broadly. Together we:

- provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- fund local health providers and work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- deliver health services directly as well as contracting external providers
- provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services.

The majority of the district's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people.

Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

Te Wao Nui, the Child Health Service for the Wellington Region and Central New Zealand based in the new purpose built children's hospital on the Wellington Regional Hospital campus, supports babies to adolescents with medical conditions or who may need paediatric surgery. It provides both hospital and outpatient services.

Women's Health Services provide tertiary level maternity care in Wellington and Hutt Regional Hospitals and a Primary Birthing Unit in Kenepuru. The provision of services from Women's Health encompass community-based primary LMC care and breastfeeding support, and tertiary level obstetrics, gynaecology, and other specialist services.

Kenepuru Community Hospital and Kapiti Health Centre provide secondary and community services based in Porirua and the Kapiti Coast

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

## Te Tiriti o Waitangi and Māori Health Outcomes

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Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

- Mana whakahaere** Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.
- Mana motuhake** Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori.
- Mana tāngata** Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.
- Mana Māori** Enabling Ritenga Māori (Māori customary rituals) which are framed by Te Aō Māori (the Māori world), enacted through tikanga Māori (Māori philosophy & customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

We will target, plan and drive our health services to create equity of health care for Māori to attain good health and well-being, while developing partnerships with the wider social sector to support whole of system change.

## The Vision, Mission and Values from our District

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We bring forward and join our values within our district. These will change as we become a team of teams within Te Whatu Ora.

### Hutt Valley

#### Vision

Whanau Ora ki te Awakairangi: Healthy people, healthy families and healthy communities are so interlinked that it is impossible to identify which one comes first and then leads to another.

#### Mission

Working together for health and wellbeing.

#### Ō mātou uara – Values

Mahi Pai 'Can do': Mahi Tahi in Partnership: Mahi Tahi Te Atawhai Tonu Always caring and Mahi Rangatira being our Best

### Capital and Coast

#### Vision

Keeping our community healthy and well

#### Mission

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

#### Value

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

## District Responsibility

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The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and HNZ policy.

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

We are 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.

## Service Perspective

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Child Development Service (CDS) is a multidisciplinary team, working together to provide specialist assessment, diagnosis, and intervention for pēpē, tamariki, rangatahi with disabilities and/or developmental delays and their whānau.

The team includes Speech-language Therapists (SLTs), Visiting Neurodevelopmental Therapists, Occupational Therapists, Physiotherapists, Psychologists, Social Workers, Pathway Coordinators, Developmental Paediatricians and ASD coordination. These disciplines work closely to provide integrated care in a transdisciplinary way, using a holistic approach to enable children to reach their maximum potential within their whānau, hapū, and environments. The team has strong relationships with other areas of the Health system, including Children's Health Service and the Allied Health Therapies teams. Team members also work collaboratively and liaise with colleagues in the Education sector and other agencies where necessary.

CDS teams within Te Whatu Ora are currently contracted by both Whaikaha – Ministry of Disabled People to meet the Disability Support contract, and by ACC to support children with serious injuries. CDS are implementing an operating model that ensures all pēpi, tamariki and rangatahi have the best start in life and early access to disability services.

## Purpose of the role

To lead and manage the Child Development Service and ensuring the primary goals of the service are met.

The Team Leader Child Development Service is responsible for building and maintaining effective working relationships with all staff in the service, to achieve quality outcomes for patients and efficient functioning of services. This role is required to be responsive to the clinical demands of the service.

## Key Accountabilities

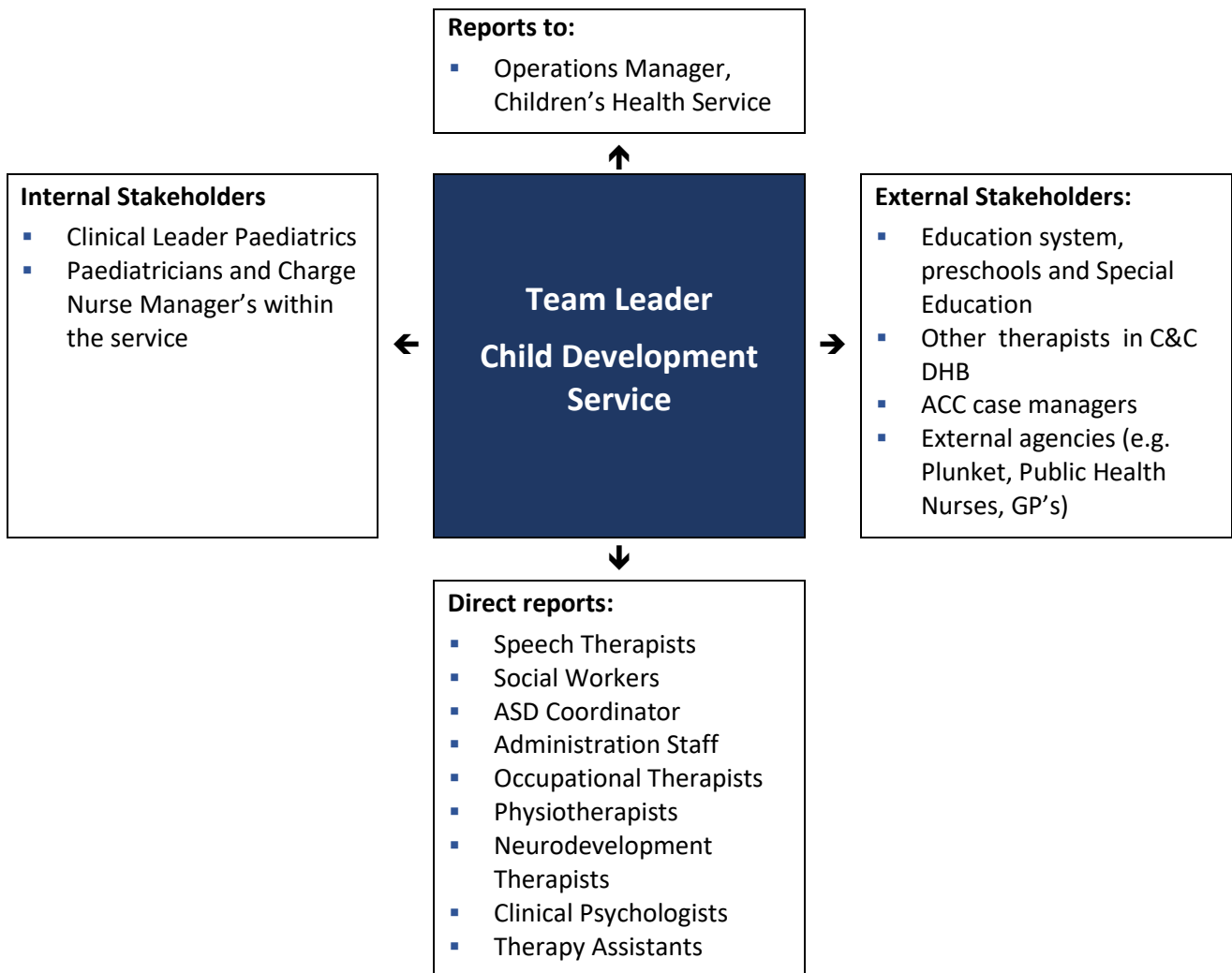
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
1. Relationship Management and Leadership	<ul style="list-style-type: none"> <li>▪ Ensures that cooperative and friendly working relationships are fostered and maintained within the department, with customers and colleagues.               <ul style="list-style-type: none"> <li>- Evidence of strong, collaborative relationships within the Directorate and externally.</li> </ul> </li> <li>▪ Communicates and advocates C&amp;C DHB's mission and priorities both internally and externally.               <ul style="list-style-type: none"> <li>- By attending a regular meeting with Operations Manager and Child Health Management team; Meeting with other major referrers such as Special Educations, CAMHS.</li> </ul> </li> <li>▪ Develops and nurtures leadership within CDS;</li> <li>▪ Implements succession planning within the team.               <ul style="list-style-type: none"> <li>- Direct reports have development and succession plans.</li> </ul> </li> <li>▪ Strategically plans and manages the direction of the team.</li> <li>▪ Actively participates in the CHS Leadership Meetings.               <ul style="list-style-type: none"> <li>- Attends and contributes to the Leadership Meetings on a regular basis.</li> </ul> </li> </ul>
2. Planning and Reporting	<ul style="list-style-type: none"> <li>▪ Articulates and drives the direction and goals for the Service and ensures that these are reflected in team and individual plans which have been signed off by the Clinical Director and Operations Manager Children's Health Service (CHS).               <ul style="list-style-type: none"> <li>- Goals and direction are effectively communicated to staff.</li> </ul> </li> <li>▪ Contributes to DHB's annual planning process.               <ul style="list-style-type: none"> <li>- Provides the information to the teams on the C&amp;C DHB strategic plans and vision.</li> </ul> </li> <li>▪ Completes a monthly report for Child Development Service which is provided on time, contains the required analysis of information and which reports against confirmed definitions.</li> <li>▪ Provides accurate and timely reports as and when requested.</li> <li>▪ Leads appropriate planning to ensure that the service stays abreast of developments in technology and child development practices; Annual strategic planning sessions are held.</li> </ul>

Key accountabilities	Deliverables / Outcomes
3. Financial Management	<ul style="list-style-type: none"> <li>Monitors expenditure, identifies areas of deviation from expected spending and recommends corrective action to Operations Manager</li> <li>Takes a cost reducing/saving approach to resource utilisation</li> <li>Provides Services within budget</li> <li>Contributes to planning and prioritizing of Capex requirements</li> <li>Budgets are set, monitored and evaluated, deviances identified, and recommendations for corrective action done in monthly report-back to Operations Manager CHS; An annual and a 5 year Capital Plan are developed; Completes capital Capex requests by 30 September each year; Workforce indicators are met; Trends and variances are analysed; Action plans developed, to address on-going variance to target.</li> <li>Managing the provision of services within allocated staff resources.</li> <li>Staffing is managed within agreed target.</li> <li>Revenue recovery implemented for 100% of available revenues for ACC, IDFs, &amp; non-residents.</li> </ul>
4. HR/Performance Management	<ul style="list-style-type: none"> <li>Staff Management, <ul style="list-style-type: none"> <li>All staff have an up to date role description and new staff are issued with a role description on employment; All staff have a performance assessment done annually</li> </ul> </li> <li>Recruitment <ul style="list-style-type: none"> <li>Staff recruitment undertaken on time and in accordance with CCDHB standards/best practice; Induction of new employees.</li> </ul> </li> <li>Leave management. <ul style="list-style-type: none"> <li>Staff have leave plans to ensure utilisation of annual leave; Staff sick leave is managed.</li> </ul> </li> <li>Workforce Planning. <ul style="list-style-type: none"> <li>Evidence of workforce plans; 100% of staff meet core competency requirements</li> </ul> </li> <li>Task Allocation</li> </ul>
5. Professional Development	<ul style="list-style-type: none"> <li>Maintains own clinical competence through provision of clinical assistance and maintaining currency of knowledge of new equipment and clinical trends. <ul style="list-style-type: none"> <li>Feedback from senior staff and colleagues; Keeps a portfolio of evidence of learning; Feedback from colleagues;</li> </ul> </li> <li>Oversees the teaching and mentoring of staff. <ul style="list-style-type: none"> <li>Monthly meetings with staff to discuss and check their training reports; Service specific induction pack is developed and given to new employees on employment and all new staff sent on generic induction; Each new employee is assigned an induction plan and given personal induction training and assigned a mentor. Sign off on induction reports of staff.</li> </ul> </li> </ul>
6. Quality Improvement	<ul style="list-style-type: none"> <li>Identifies improvement opportunities and notifies the Operations Manager of these. <ul style="list-style-type: none"> <li>Written report; Coordinates and forwards improvement opportunities identified; Quality Improvement plan and activities documented and reported progress monthly.</li> </ul> </li> </ul>

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> <li>Provides good customer service and patient complaints acknowledged within 10 working days and a substantive response within 30 working days;               <ul style="list-style-type: none"> <li>Feedback from patients; Annually contribution to Service Plan per due date.</li> </ul> </li> </ul>
7. Risk Minimisation	<ul style="list-style-type: none"> <li>Identifies and notifies the Operations Manager of potential risks.               <ul style="list-style-type: none"> <li>Written report of potential risk.- Correctly fills out reportable events forms, completed within 10 working days of the event; Serious/Sentinel Events investigations initiated within 5 working days and actions implemented within timeframes identified in report.</li> </ul> </li> <li>Participates in the service risk minimisation activities and complies with CCDHB reportable events policy.</li> <li>Participates in audits.               <ul style="list-style-type: none"> <li>Relevant audit forms.</li> </ul> </li> <li>Develops and maintains a service risk register.               <ul style="list-style-type: none"> <li>Risks are identified in monthly team meeting and risk register updated within 2 working days.</li> </ul> </li> </ul>
Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>Work in partnership with stakeholders to achieve our equity goals for Māori and ensure Te Tiriti o Waitangi obligations are adhered to</li> <li>Equity outcomes are front and centre in goals, performance monitoring and plans for service and team performance</li> <li>Cultural competence is grown across the team, supporting inclusion and partnership.</li> </ul>
6. Health & Safety	<ul style="list-style-type: none"> <li>Ensure all Health &amp; Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature</li> <li>Actively support and ensure compliance with Health &amp; Safety policy and procedures; ensuring staff also support and comply.</li> <li>Maintain a proactive culture of Health &amp; Safety supported by systems.</li> <li>Ensure providers are aware of and have processes to comply with their health and safety responsibilities</li> </ul>

## Key Relationships & Authorities



## Capability Profile

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

Competency	Behaviours
<b>Dealing with Ambiguity</b>	<ul style="list-style-type: none"> <li>Can effectively cope with change</li> <li>Can shift gears comfortably</li> <li>Can decide and act without having the total picture</li> <li>Isn't upset when things are up in the air</li> <li>Doesn't have to finish things before moving on</li> <li>Can comfortably handle risk &amp; uncertainty</li> </ul>
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>Uses rigorous logic and methods to solve difficult problems with effective solutions</li> <li>Probes all fruitful sources for answers</li> <li>Can see hidden problems</li> <li>Is excellent at honest analysis</li> <li>Looks beyond the obvious and doesn't stop at first answers</li> </ul>



Competency	Behaviours
<b>Delegation</b>	<ul style="list-style-type: none"> <li>Clearly and comfortably delegates both routine and important tasks and decisions</li> <li>Broadly shares both responsibility and accountability</li> <li>Tends to trust people to perform</li> <li>Lets direct reports and others finish their own work</li> </ul>
<b>Priority Setting</b>	<ul style="list-style-type: none"> <li>Spends his/her time and the time of others on what's important</li> <li>Quickly zeroes in on the critical few and puts the trivial many aside</li> <li>Can quickly sense what will help or hinder in accomplishing a goal</li> <li>Eliminates roadblocks</li> <li>Creates focus</li> </ul>
<b>Organising</b>	<ul style="list-style-type: none"> <li>Can marshal resources (people, funding, material, support) to get things done</li> <li>Can orchestrate multiple activities at once to accomplish a goal</li> <li>Uses resources effectively and efficiently</li> <li>Arranges information and files in a useful manner</li> </ul>
<b>Motivating Others</b>	<ul style="list-style-type: none"> <li>Creates a climate in which people want to do their best</li> <li>Can motivate many kinds of direct reports and team or project members</li> <li>Can assess each person's key drivers/values and use these to get the best out of him/her</li> <li>Pushes tasks and decisions down</li> <li>Empowers others</li> <li>Invites input from each person and shares ownership and visibility</li> <li>Makes each individual feel his/her work is important</li> <li>Is someone people like working for</li> </ul>
<b>Integrity and Trust</b>	<ul style="list-style-type: none"> <li>Is widely trusted</li> <li>Is seen as a direct, truthful individual</li> <li>Can present the unvarnished truth in an appropriate and helpful manner</li> <li>Keeps confidences</li> <li>Admits mistakes</li> <li>Doesn't misrepresent her/himself for personal gain</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>Is dedicated to meeting the expectations and requirements of internal and external customers</li> <li>Gets first-hand customer information and uses it for improvements in products and services</li> <li>Acts with customers in mind</li> <li>Establishes and maintains effective relationships with customers and gains their trust and respect</li> </ul>
<b>Building Effective Teams</b>	<ul style="list-style-type: none"> <li>Blends people into teams when needed</li> <li>Creates strong morale and spirit in her/his team</li> <li>Shares wins and successes</li> <li>Fosters open dialogue</li> <li>Lets people finish and be responsible for their work</li> <li>Defines success in terms of the whole team</li> <li>Creates a feeling of belonging in the team</li> </ul>



## Experience and Capability

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Essential qualifications, skills and experience

**A. Knowledge and Experience:**

- Had recent experience in the relevant health discipline, with advanced knowledge and expertise related to speciality
- Experience in operational management in budget management and preparation and in human resource management
- A high standard of written and oral communication
- Proven ability to create effective working relationships
- Experience and understanding of principals of continuous quality improvement
- Established credibility within the profession
- Must have a knowledge and empathy for bi-culturalism and practice in a manner which the patient determines is culturally safe
- Previous experience in a leadership role is preferred

**B. Essential Professional Qualifications / Accreditations / Registrations:**

- A relevant health professional qualification and current practising certificate

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

- Ability to meet expected timeframes
- Commitment to providing clinical staff with the best possible service\
- Be committed to the concept of continuing professional education

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