

Position Description

Position	Practice Manager
Team / Service	Dental and Oral Health
Group	Surgical Services Group
District	Capital, Coast & Hutt Valley District
Responsible to	Operations Manager
Children's Act 2014	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
Location	This position is expected to work from Wellington Regional Hospital and Kenepuru Hospital

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

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

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

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

The Dental & Oral Health Service provides hospital-based oral health and dental services concerned with maintaining or restoring to function the hard and soft tissues of the mouth and its supporting and associated structures. In particular those areas affected by major trauma, infection, developmental anomalies, pathology, or the underlying medical or psychological status of the person.

The Service provides clinical services which are an essential part of in-patient and outpatient hospital medical and surgical treatment. The Service also has a role in educating hospital staff in the maintenance of oral hygiene and improving oral comfort and function for in-patients. Hospital dental services play a complementary role to the services provided by private dental practitioners and school dental services, but they are not an alternative system.

The Oral Health Service is staffed by a team of clinical and non-clinical staff who provide a strong commitment to the Service and demonstrate expertise in delivering care to the specialised patient group. The Service has dental departments located at Wellington and Kenepuru Hospitals.

Role Perspective

This position is responsible for the overall operational leadership and administrative management of the Dental Service, and has line management responsibility for the dental assistants, technicians and administrative staff. The Practice Manager is responsible for staff rostering, clinic scheduling, leave management and performance management of staff across both departments.

The Practice Manager will provide day to day management of staff, ensuring the consistent application of policies, protocols, systems and processes across the Dental Service, providing administrative functions related to recruitment and other human resources processes, and maintaining a service-wide overview of resource levels and allocation.

Purpose of the role

Working with the Clinical Lead, the Practice Manager will lead and coordinate the Dental & Oral Health Service in Wellington and Kenepuru region.

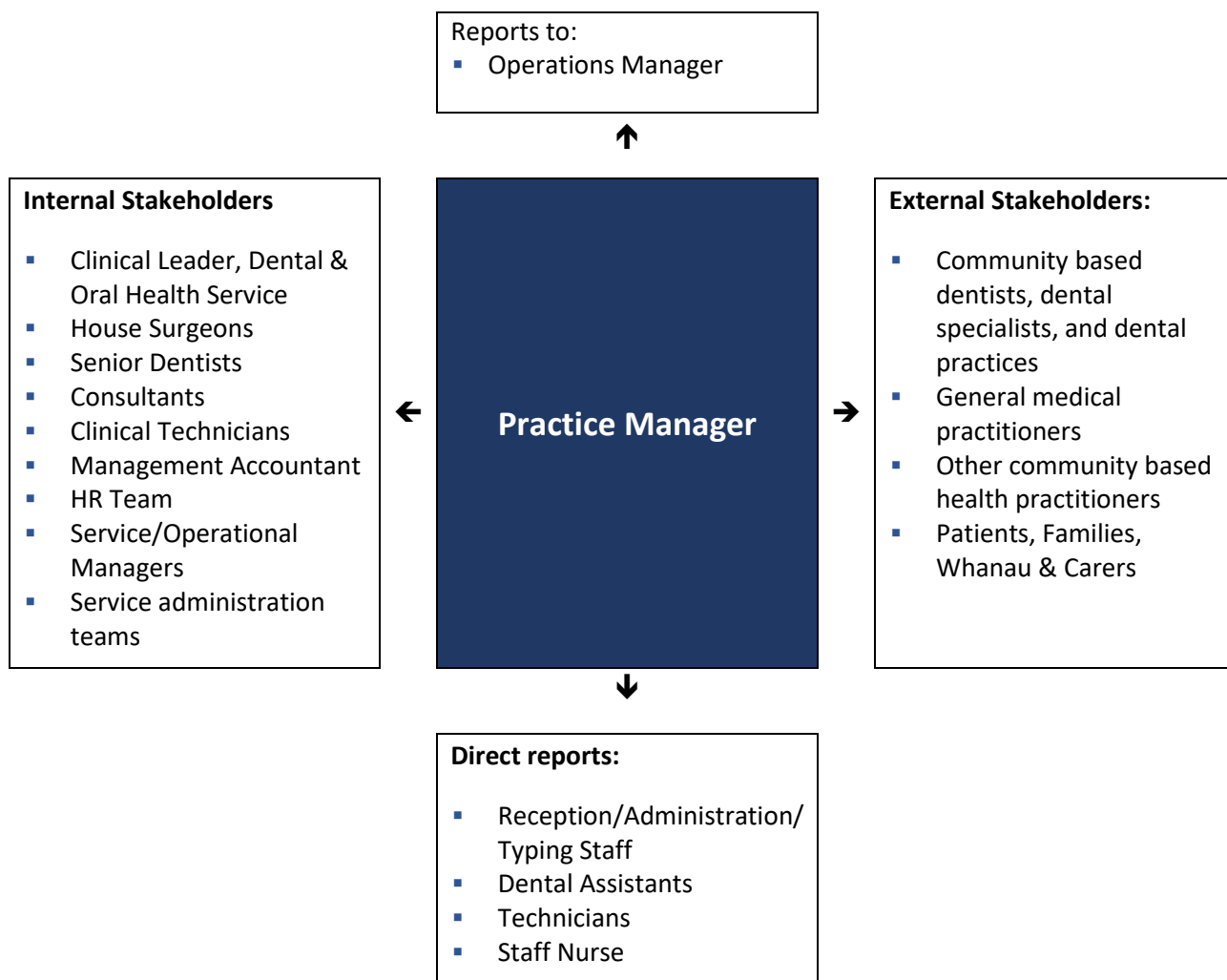
Key Accountabilities

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
Operational Management	<ul style="list-style-type: none"> ▪ Facilitating, in partnership with the Clinical Leader, an efficient and effective Dental Service which meets the needs of internal and external customers in a professional and appropriate manner. ▪ Demonstrates a thorough understanding of all aspects of service provision and the implications of variances in quality or outputs. ▪ Manage staff rostering and clinic scheduling to meet contractual obligations and to ensure efficient use of staff and resources. ▪ Coordinates changes in clinics, patient scheduling and calling in relief staff when staff are absent, e.g. sick leave. ▪ Coordination of administrative activities in support of the Service. ▪ Ensuring a sustainable and ongoing supply of dental restorative materials, disposable items and administrative supplies are available at all times ▪ Management of the administration of referrals into the Service and monitoring the GA booking lists and Theatre Schedules. ▪ Ensures effective liaison with the Booking Clerk
Relationship Management	<ul style="list-style-type: none"> ▪ Ensures that cooperative and friendly working relationships are fostered and maintained within the department, with customers and colleagues. ▪ Communicates and advocates the district's mission and priorities both internally and externally. ▪ Provides positive leadership, co-ordination, guidance and support to staff with the objective of retaining a cohesive, well-motivated and professional team, and the team express satisfaction with this ▪ Role models a team based culture and mutual respect amongst staff and displays and promotes behaviour that is consistent with the vision, values and Code of Conduct as well as Health Service Delivery System.
Planning and Reporting	<ul style="list-style-type: none"> ▪ 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. ▪ Contributes to the district annual planning process. ▪ Completes a monthly report for Dental which is provided on time, contains the required analysis of information and which reports against confirmed definitions. ▪ Provides accurate and timely reports as and when requested. ▪ Leads appropriate planning to ensure that the service stays abreast of developments in technology and child development practices.
Financial Management	<ul style="list-style-type: none"> ▪ Monitors expenditure, identifies areas of deviation from expected spending and recommends corrective action to Operations Manager. ▪ Takes a cost reducing/saving approach to resource utilisation ▪ Provides Services within budget ▪ Contributes to planning and prioritizing of Capex requirements ▪ Managing the provision of services within allocated staff resources. ▪ Staffing is managed within agreed target.

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> Revenue recovery implemented for 100% of available revenues for ACC, IDFs, & non-residents.
HR/Performance Management	<ul style="list-style-type: none"> Staff Management Recruitment Leave management Workforce Planning Task Allocation
Professional Development	<ul style="list-style-type: none"> Oversee the teaching and mentoring of staff as appropriate to the role Induction of new employees
Quality Improvement	<ul style="list-style-type: none"> Identifies improvement opportunities and notifies the Operations Manager of these. Provides good customer service and patient complaints acknowledged within 10 working days and a substantive response within 30 working days. Clinical Indicators (eg ACHS) established and reported monthly/bi annually for service.
Risk Minimisation	<ul style="list-style-type: none"> Identifies and notifies the Operations Manager of potential risks. Participates in the service risk minimisation activities and complies with the district reportable events policy. Participates in audits. Develops and maintains a service risk register.
Te Tiriti o Waitangi	<ul style="list-style-type: none"> Work in partnership with stakeholders to achieve our equity goals for Māori and ensure Te Tiriti o Waitangi obligations are adhered to Equity outcomes are front and centre in goals, performance monitoring and plans for service and team performance Cultural competence is grown across the team, supporting inclusion and partnership.
Health & Safety	<ul style="list-style-type: none"> Ensure all Health & Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature Actively support and ensure compliance with Health & Safety policy and procedures; ensuring staff also support and comply. Maintain a proactive culture of Health & Safety supported by systems. Ensure providers are aware of and have processes to comply with their health and safety responsibilities

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
Interpersonal Savvy	<ul style="list-style-type: none"> Relates well to all kinds of people – up, down, sideways, internal and external Builds appropriate rapport Builds constructive and effective relationships Uses diplomacy and tact Can diffuse even high-tension situations comfortably
Organising	<ul style="list-style-type: none"> Can marshal resources (people, funding, material, support) to get things done Can orchestrate multiple activities at once to accomplish a goal Uses resources effectively and efficiently Arranges information and files in a useful manner

Competency	Behaviours
Planning	<ul style="list-style-type: none"> ▪ Accurately scopes out length and difficulty of tasks 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
Decision Quality	<ul style="list-style-type: none"> ▪ Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement ▪ Making correct and accurate suggestions and solutions when judged over time ▪ Sought out by others for advice and solutions
Problem Solving	<ul style="list-style-type: none"> ▪ Uses rigorous logic and methods to find solutions to difficult problems ▪ 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 answer
Quality & Innovation	<ul style="list-style-type: none"> ▪ Provides quality service to those who rely on one's work. ▪ Looks for ways to improve work processes - suggests new ideas and approaches. ▪ Explores and trials ideas and suggestions for improvement made by others. ▪ Shows commitment to continuous learning and performance development.
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

Experience and Capability

Essential qualifications, skills and experience

A. Knowledge, Skills & Experience:

- Experience in operations/management within a public hospital setting (hospital dental experience is desirable, though not essential)
- A proven ability to create effective working relationships and manage high performing teams
- Experience in budget management and in human resource management
- A high standard of written and oral communication
- Experience and understanding of principals of continuous quality improvement
- Must have a knowledge and empathy for bi-culturalism and act in a manner which the patient determines is culturally safe

B. Essential Professional Qualifications / Accreditations / Registrations:

- No essential requirements, although qualifications related to healthcare/healthcare management would be beneficial

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

- The importance of teamwork in ensuring high standards of performance
- Ability to meet expected timeframes.
- High quality care for the patient/client/whanau
- Coordination of services to patients
- Efficient service management

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