

Position Description

Position	Clinical Leader
Team / Service	Intellectual Disability Service
Group	Mental Health, Addiction & Intellectual Disability Service (MHAIDS)
District	Capital, Coast, Hutt Valley & Wairarapa districts
Responsible to	Clinical Director, Mental Health and Addiction Service
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 Ratonga Rua-o-Porirua and Kenepuru campus, with travel across the districts required from time to time.

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. Kāpiti 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 Kāpiti Health Centre provide secondary and community services based in Porirua and the Kāpiti Coast

MHAIDS is the Mental Health, Addiction and Intellectual Disability Service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. The service holds national contracts, some of which are delivered in other district localities. Our Our Regional Forensic and Rehabilitation Inpatient Mental Health Services are located on site at Rātonga Rua-o-Porirua.

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.

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

Mission

Working together for health and wellbeing.

Capital and Coast

Vision

Keeping our community healthy and well

Value

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

Mission

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

Wairarapa

Vision

“Well Wairarapa – Better health for all”

Value

Manaakitanga – Respect, caring, kindness
Auaha – Solutions, responsibility, better
Kotahitanga – Connection, unity, equity
Rangatiratanga – Autonomy, integrity, excellence

Mission

To improve, promote, and protect health status of the people of the Wairarapa, and the independent living of those with disabilities, by supporting and encouraging healthy choices.

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 Health NZ | Te Whatu Ora policy.

Te Whatu Ora is committed to Te Tiriti o Waitangi principles of Tino Rangatiratanga, Partnership, Equity, Active Protection and Options 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.

Sector Perspective

The hospital and health services of the Districts provide a range of services, one such group of services include Mental Health, Addiction and Intellectual Disability Service (MHAIDS). The Service has over 1400 employees and annual revenue of \$135m.

MHAIDS spans two districts - Wairarapa, Capital, Coast and Hutt Valley and includes local, regional, and national services. The local MHAID services are provided from multiple sites within the sub-region – greater Wellington, Hutt Valley and Wairarapa. Te Korowai Whāriki services include regional forensic and rehabilitation services covering the Central Region while the Intellectual Disability Services have Central region and national services.

The core business of the Service is the provision of quality specialist services, integrated with primary and secondary providers in the communities we serve.

The Service is committed to the underlying principles of:

- Te Tiriti o Waitangi as the founding document of Aotearoa New Zealand
- He Ara Oranga
- Mental Wellbeing Long Term Pathway
- Whakamaui – Māori Health Action Plan 2020-2025
- The New Zealand Disability Strategy: Making a World of Difference – Whakanui Oranga
- Intellectual Disability High and Complex Framework

The Service has access to business support services including People and Culture, and Finance. In addition, management and delivery of clinical services across the Service is underpinned by consultation, advice, and support from a range of cultural, consumer, and family advisors, and business, quality and organisational development personnel.

Group Perspective

The intellectual disability services offer inpatient and community services for adults and youth. We provide evidence-based treatment for care and rehabilitation that prepares people with an intellectual disability to live fulfilling, offence-free lives in the community.

The inpatient service operates 24 hours a day, 7 days a week, 365 days a year and provides assessment, treatment and rehabilitation of the above mentioned client group. The service is staffed with medical, nursing, allied health clinicians, mental health support workers, managers and administrators. The nursing and mental health support worker staff all work rostered and rotating shifts. Other staff work Monday to Friday.

The Community team provides two functions: as a Mental Health Intellectual Disability Team which provides assessment and treatment services in the Wellington region and consultation/liaison and training in the central region; and as a Consultation Liaison team which provides assessment and support in the central region to patients whose behaviour has resulted in legal proceedings.

Our forensic intellectual disability services are for people who have a diagnosed intellectual disability and have committed offences. These clients are usually care recipients or special care recipients under the Intellectual

Disability (Compulsory Care and Rehabilitation) Act 2003 (IDCC&R) who have been convicted or found unfit to stand trial. Some clients are also in service under the Mental Health (Compulsory Assessment and Treatment) Act 1992.

The work is person-centred, well-planned, monitored and responsive to each client's psychological formulation and individual risk profile. Care and rehabilitation is progressive and developmental. This includes teaching and learning new skills through therapeutic programmes, experiential learning and staff walking alongside clients. We work alongside whānau and community agencies to provide the best care we can.

The service's Philosophy of Care is Positive Behaviour Support (PBS). The evidence base for PBS show that the client group is less likely to engage in behaviours of concerns, and more likely to engage in prosocial behaviours and skill development activities, when their quality of life is maximised.

Purpose of the role

The functions of the Clinical Leader role are diverse, but include providing leadership in relation to clinical matters, ensuring an effective clinical governance structure is maintained, implementation of quality and patient safety improvement measures, addressing complaints and medico-legal matters, oversight of recruitment to key clinical positions, ensuring that credentialing of medical staff occurs, and providing support and advice when concerns are raised regarding the working conditions, performance, conduct, or health of clinicians.

The Clinical Leader leads their service in partnership with the Operations Manager. Together, they will be responsible for all activities required to drive and sustain a tāngata whaiora and whānau centred culture, in which the values of our organisation are lived and realised.

The Clinical Leader reports to the Clinical Director for the Intellectual Disability Service and supports them to develop and implement high quality and sustainable clinical services within the Intellectual Disability Service. The Principal Clinician, Clinical Nurse Specialists and Care Managers operating within the service report to the Clinical Leader.

The Clinical Leader ID Services works in collaboration with the Clinical Nurse Specialist, Team Leaders, Service Educator and relevant internal and external stakeholders to implement and maintain high quality and sustainable clinical services consistent with the ID Services Model of Care.

The Clinical Leader ID Services is a key contributor to both the RIDSS/ NIDSS/ NISU leadership team and the ID Service Clinical Governance Group. The Clinical Leader ID Services has a mandate to drive best practice across clinical teams and all disciplines within the operational group.

Other key relationships include partnerships with primary care, NGOs, and other providers operating locally, as well as with the other related positions across MHAIDS.

Key deliverables and competencies:

- Relationships: the importance of fostering and maintaining productive and professional relationships with other leaders and managers, as well as with clinical and administrative staff within the ID services, cannot be overstated. It is also essential to work collaboratively with other staff and services within MHAIDS and to interact in a flexible and professional manner with healthcare providers outside of MHAIDS. This includes primary care, NGOs, and other local, regional, and national services. The ID Clinical Leader values, understands, and supports the strengths and contributions of all clinical disciplines.
- Working with the Operations Manager and other clinical and operational leaders on the development and delivery of clinical services that enable better outcomes for all, particularly Māori and Pacific peoples.
- Providing clinical expertise and support to colleagues from all disciplines. This includes providing clinical advice when difficult situations arise, providing second opinions, contributing to complex case reviews, contributing to Whole of Service Response Plans (WSRPs), and managing disputes between clinicians or services when these arise.

- Providing effective advice and support to the Clinical Director ID Services and service leadership to meet clinical objectives.
- Working with the Clinical Director ID Services on the development, design and delivery of clinical services within the ID Service, including the Model of Care, developing practice competency frameworks, designing and implementing clinical initiatives, and leading the design and delivery of the Intellectual Disability Services suite of planned therapeutic programmes in consultation with internal and external stakeholders.
- Alongside the Clinical Nurse Specialist, and appropriate operational equivalent, leading high quality clinical practice in ID Services, monitoring the integrity of clinical practices within the operational area ensuring that we meet clinical objectives and providing leadership and guidance to the cohort of Positive Behaviour Support Coaches.
- Managing formal complaints, responses to the District Inspectors, the Coroner, or to the HDC, assisting with other clinico-legal matters when these arise.
- Responding to reportable events, participation in serious event review (SER) process, taking a leading role in clinical governance, service development, innovation, and quality improvement activities.
- Professional leadership: Providing strong and professional clinical leadership, managing supervision of key clinical staff, taking a role in credentialing and performance appraisals of clinical staff, taking a lead with recruitment to key clinical positions, addressing concerns regarding performance and conduct of staff, managing interactions with healthcare registration bodies, contributing to effective management of organisational changes as they relate to, or impact on, clinical staff within the operational group, responding to industrial matters and managing interactions with unions.

Key Accountabilities

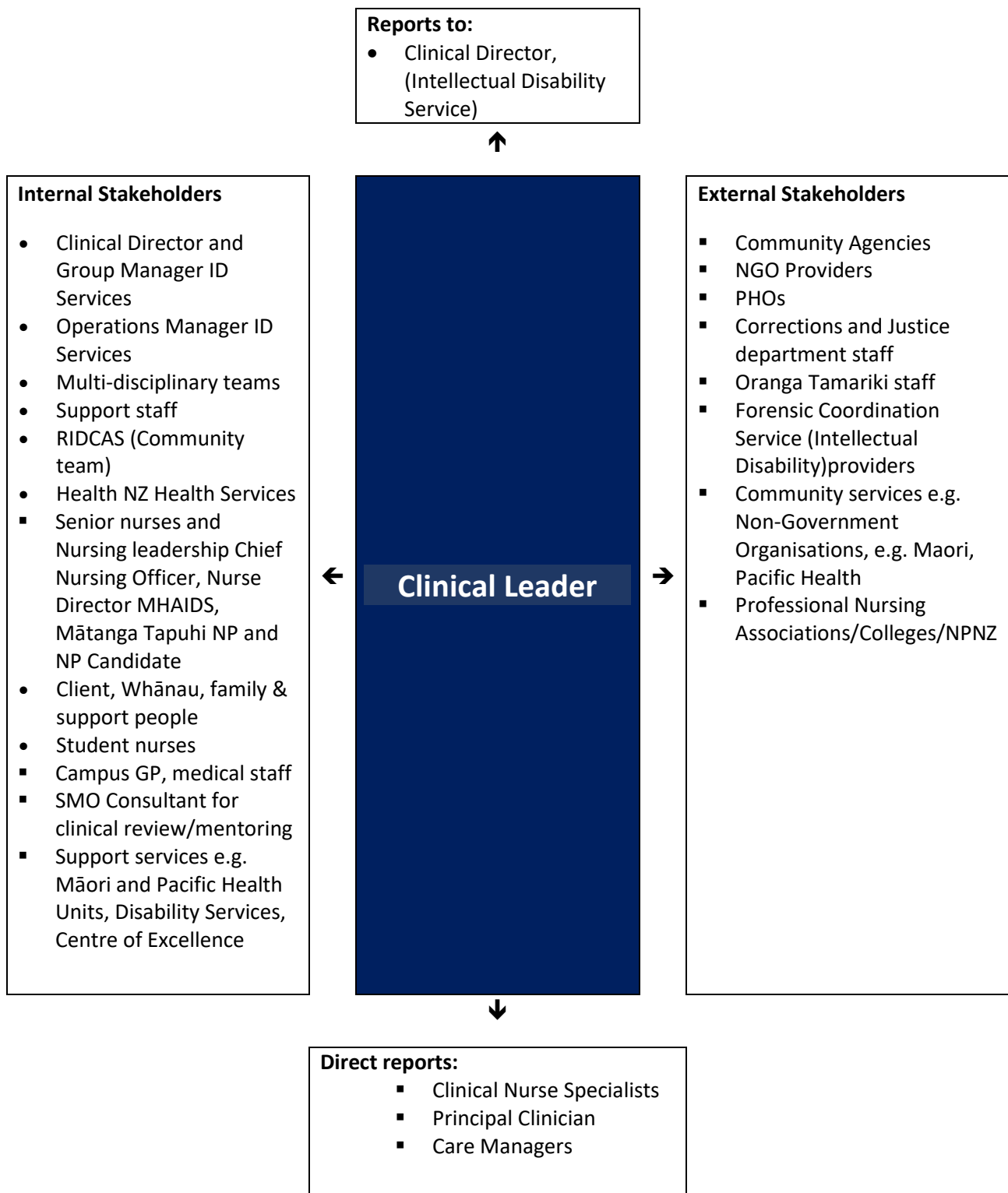
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
Leadership	<ul style="list-style-type: none"> • Lead by example to champion and drive clinical development initiatives • Be a visible leader within MHAIDS • Active participation in ID Leadership Team, service committee and steering group meetings, as required • Build and foster a change culture and capability to achieve flexibility, resilience and the achievement of sustainable change outcomes • Have positive and regular interaction with the operational area staff, ensuring provision of useful information and fostering an inclusive culture • Provide information, support, feedback and development to enhance organisational performance • Provision of strategic advice to the ID Clinical Director on the implication of plans, discussion documents and policies • Encourage and support decision making at point of impact • Initiate, monitor and implement clinical initiatives within the ID Service, ensuring alignment with broader MHAIDS organisational strategy and goals • Ensure all staff of the service understand the vision, direction and objectives of ID services in MHAIDS • Represent the service at regional and national forums if required • Identify systemic clinical issues and contribute to improving clinical practice • Lead change in clinical practice

Key accountabilities	Deliverables / Outcomes
Group Management	<ul style="list-style-type: none"> • Ensures the effective and efficient management of resources supported by the organisation's systems (planning, role description, performance management, operating review, recruitment, financial and IT) • Ensures clinicians, as required, are credentialed, performance appraised and, if required, performance managed • Ensures there is sound financial management of budget and resources • Ensures ongoing assessment of clinical performance occurs within teams and benchmarking is part of normal practice • Financial and clinical information systems are part of decision making • Establishment of quality clinical systems within service and a cycle of monitoring, reporting and improvement • Comprehensive reporting frameworks are in place and adhered to • Oversight of service specific guidelines, policies and protocols
Strategic Planning	<ul style="list-style-type: none"> • Contribute to establishing, maintaining and adjusting the strategic direction for the provision of Intellectual Disability Service, as described currently in the Service and Annual Plans • Foster innovation with a long term view, while ensuring there are regularly reviewed • Develop appropriate KPIs and other performance measures of service delivery
Strategic Relationship Management	<ul style="list-style-type: none"> • Develop and maintain strong and cooperative relationships across Health NZ TeWhatu Ora and Whaikaha, ensuring an integrated approach to ID Service operational planning and management that is aligned with district planning processes and outcomes • Develop and maintain strong cooperative relationships with the ID Leadership Team to ensure critical operational imperatives are achieved • Collaborate with community, providers, colleagues, Whaikaha, and other Health NZ Te Whatu Ora districts to strengthen services and improve health outcomes • Managing and maintaining proactive and constructive relationships with other organisations with a view to exchanging information and developing best practice.
People Development	<ul style="list-style-type: none"> • Annual plan objectives cascade through performance development plans and targets are achieved • Staff are able to articulate the service's values and agreed behaviours are included within performance development plans • Professional requirements are met and risks relating to professional misconduct or negligence mitigated and eliminated where possible • There is a programme to enhance capability across the service, including skills development and workforce planning • Takes a role in credentialing and performance appraisals of clinical staff. • Takes the lead on recruitment to key clinical positions and works with operational management to recruit and develop the clinical workforce. • Addresses concerns regarding performance and conduct of staff. • Manages interactions with healthcare registration bodies.
Positive Workplaces	<ul style="list-style-type: none"> • Appropriate health and safety systems, processes and controls are implemented within the service to ensure compliance with legislative and professional requirements • Health & Safety targets are met • Ensure all employees maintain adequate safety standards on the job through consultation, training and supervision

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> • There are good team processes for communication, constructive debate and joint problem solving • Active participation by staff in improvement initiatives, with clear, evident leadership

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
Strategic Agility	<ul style="list-style-type: none"> Sees ahead clearly Can anticipate future consequences and trends accurately Has broad knowledge and perspective Is future orientated Can articulately paint credible pictures and visions of possibilities and likelihoods Can create competitive and breakthrough strategies and plans
Partnership with Māori	<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 Māori within the workplace and the wider community Promotes and participates in targeting Māori health initiatives by which Māori health gains can be achieved Implements strategies that are responsive to the health needs of Māori
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 and admits mistakes Doesn't misrepresent her/himself for personal gain
Problem Solving	<ul style="list-style-type: none"> Uses rigorous logic and methods to solve difficult problems with effective solutions Probes all fruitful sources for answers Can see hidden problems Is excellent at honest analysis Looks beyond the obvious and doesn't stop at first answers
Managing Vision & Purpose	<ul style="list-style-type: none"> Communicates a compelling and inspired vision or sense of core purpose Talks beyond today Talks about possibilities Is optimistic Creates milestones and symbols to rally support behind vision Makes the vision sharable by everyone Can inspire and motivate entire units or organisations
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
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

Competency	Behaviours
	<ul style="list-style-type: none"> Can comfortably handle risk and uncertainty
Intellectual Horsepower	<ul style="list-style-type: none"> Is bright and intelligent Deals with concepts and complexity comfortably Described as intellectually sharp, capable, and agile
Drive for Results	<ul style="list-style-type: none"> Can be counted on to exceed goals successfully Is constantly and consistently one of the top performers Very bottom-line oriented Steadfastly pushes self and others for results
Motivating Others	<ul style="list-style-type: none"> Creates a climate in which people want to do their best Can motivate many kinds of direct reports and team or project members Can assess each person's hot button and use it to get the best out of him/her Pushes tasks and decisions down
Interpersonal Savvy	<ul style="list-style-type: none"> Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation Builds appropriate rapport Builds constructive and effective relationships Uses diplomacy and tact Can diffuse even high-tension situations comfortably Uses supervision in a timely fashion in accordance with Health NZ Te Whatu Ora policy

Experience and Capability

Essential qualifications, skills and experience

A. Knowledge, Skills & Experience:

- Has extensive knowledge of intellectual disability service delivery, with strengths in the following areas:
 - The application of psychological frameworks to the care and rehabilitation of offenders with an intellectual disability
 - Theories of behaviour change in neurotypical and neurodiverse populations
 - The Good Lives Model of Offender Rehabilitation and other forensic frameworks
 - Risk assessment and risk management within a forensic intellectual disability setting
 - Positive Behaviour Support
 - The delivery of forensic intellectual disability services in both inpatient and community settings
 - The legal and ethical frameworks that underpin forensic mental health and intellectual disability services
 - Equity issues in the delivery of health services
 - Te Ao Māori and, specifically, bicultural models of healthcare
- Has operated within a complex environment, including meeting the needs of multiple organisations at the same time
- Has experience of managing a clinical operation effectively
- Possesses a strong mix of strategic and operational skills that include innovation in health services and prevention of illness and disability for targeted groups in society

- Provision of strategic interpretation and leadership for the vision, strategy and delivery of assigned responsibilities within annual plans
- Successful experience in managing internal and external relationships with an assortment of stakeholders, with demonstrated management success in building relationships and gaining the support and participation of key individuals and groups
- Successful experience in leading staff during times of change and change management
- Demonstrated ability to find common ground and solve problems for the good of all, represent his/her own interests and yet be fair to other groups, solve problems with peers with a minimum of noise, gain trust easily and support peers and encourage collaboration

B. Essential Professional Qualifications / Accreditations / Registrations:

- A registered practising clinician

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

- Valuing the contribution of others
- Managing stakeholder relationships
- Pro-active management to achieve outcomes
- Devolution of decision making
- A commitment to contribute at a strategic level
- A commitment to promote primary and secondary clinical research in MHAIDS

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