

Position Description

Position	Team Leader, Speech-language Therapy
Team / Service	ORA Allied Health
Directorate	Community, Allied Health and Older Adults
District	Capital, Coast & Hutt Valley District
Responsible to	Inpatient Allied Health Service 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 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

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- 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.

The provision of maternity services encompasses community-based midwifery Lead Maternity Carers (who are not hospital employees,) Community Midwifery Team midwives, breastfeeding support and specialist level obstetric and gynaecology 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, 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.

Te Mauri o Rongo

Te Mauri o Rongo recognises our connection to this work, to each other, to the people we serve and to our whakapapa. It speaks to specific behaviours that we will expect from each other guided by the pou of Te Mauri o Rongo:

Wairuatanga

Working with heart, the strong sense of purpose and commitment to service that health workers bring to their mahi.

Rangatiratanga

As organisations we support our people to lead. We know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all.

Whanaungatanga

We are a team, and together a team of teams. Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. “Whiria te tangāta” – we will weave our people together.

Te Korowai Āhuru

A cloak which seeks to provide safety and comfort to the workforce.

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.

Service Perspective

Older Adult, Rehabilitation and Allied Health (ORA) Services are provided to people of all ages in inpatient, outpatient and community settings. This role is part of the ORA inpatient allied health service provides services to people in Wellington Regional Hospital and Kenepuru hospital in Porirua.

Wellington Regional Hospital is one of 5 major tertiary hospitals in New Zealand and provides a comprehensive range of specialist secondary and tertiary services. Kenepuru Hospital provides health of the older person, rehabilitation and some elective surgical services.

Allied health teams are comprised of Physiotherapists, Occupational Therapists, Speech Language Therapists, Dietitians, Social Workers, Psychologists and Allied Health Assistants.

Wherever possible the disciplines work closely with each other and with nursing and medical colleagues to provide integrated care for the people we see. The team has strong relationships with other areas of the District Health Board and NGO providers, including Community ORA, outpatient services and NASC agencies.

Clinical specialty / area

This role is one of 11 allied health leadership roles in the Capital, Coast & Hutt Valley Inpatient Allied Health service. It provides day to day leadership and management of the Speech-language Therapy department. The team is comprised of around 7.4 FTE Speech-language Therapists who work with adult and paediatric patients and their whānau. The service is currently provided Monday to Friday with an expectation of rostered cover over public holidays over the Christmas and Easter periods. This role is responsible for ensuring that rosters are planned to enable this to occur.

The team has a mix of new graduates and experienced staff members. As well as providing clinical interventions in an acute setting, this role manages those working in Wellington Regional Hospital and in community and outpatient settings.

The role works alongside the Professional Leader for Speech-language Therapy in many situations. This includes workforce development and service improvements; and implementing practice changes that reflect Allied Health's new way of working at CCDHB.

There is also a close working relationship with the Community Team Leaders, Child development service and the Inpatient Allied Health Team Leader at Kenepuru Hospital.

Whilst the role does not have a clinical component attached to it, at times the team leader may need to provide clinical support and guidance.

Purpose of the role

The team leader provides day to day leadership, operational management and planning for the team in order to deliver a sustainable, high quality service that contributes to the achievement of organisational goals.

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. Leadership & Management	▪ Actively participates as a member of the leadership team, contributing to the achievement of strategic direction for the service; ▪ Actively supports staff “on the floor” including monitoring allocation of resources and anticipating changing requirements that may impact on work delivery and the ability to meet the needs of the patient / consumer / tangata whaiora in an efficient, accessible and equitable manner; ▪ Communicates daily with the Nurse Manager(s) and/ or Operations Centre to inform of resource allocation and other relevant issues affecting acute flow; ▪ Manages leave requests to support the health and well-being of employees and balance the need for optimal operational coverage throughout the year; ▪ Motivates and inspires others to perform to their best, recognising and valuing their work and supporting staff to be accountable for their actions; ▪ Creates and fosters a culture for continuous quality improvement; ▪ Encourages the team to learn, reflect and understand the context in which the service operates; ▪ Leads the development of annual service plan that aligns with the organisation’s strategic goals and values; ▪ Represents the team / service at directorate, organisational and cross organisational (i.e. sub regional, national) forums as agreed with the line manager, and delegating to clinical staff as appropriate; ▪ Presents a credible and positive profile for the service both within and external to the DHB; ▪ Identifies risks, completes mitigation plans, communicates risks to others and escalates as appropriate. This may include providing advice to services across the organisation; ▪ Completes recruitment processes ensuring policies are followed to deliver required patient/client services. Mitigation plans are put in place where unable to recruit suitably skilled staff;

Key accountabilities	Deliverables / Outcomes
	▪ Uses workforce management approaches that identify future workforce needs for the team, inclusive of strategies for recruitment, retention, succession planning and career development. This could potentially be across services and the sub region; ▪ Works in collaboration with professional and other leaders around meeting long term workforce needs for the team; ▪ Develops strategies for increasing the number of Maori and Pacific in the workforce, to enable alignment to the population served; ▪ Demonstrates an awareness of health inequalities and supports workforce and service initiatives that contribute towards reducing these inequalities; ▪ Responds to complaints and reportable events within own service and provides support to other managers where the service and/or staff are involved as a secondary service; ▪ Addresses performance issues and/or complaints about staff (in partnership with managers when outside own service) including reporting to registration boards or equivalent as required; ▪ Actively engages in developmental conversations and performance reviews for staff members; ▪ Monitors, analyses and reports on financial performance and efficiency of own service(s) ensuring plans are implemented to ensure delivery of work is carried out within budget; ▪ Ensures own and teams compliance with organisational policies and procedures; ▪ Provides timely and accurate reports as required; ▪ Contributes to relevant certification and accreditation activities; ▪ Awareness of and complies with all legislative, contractual and employment requirements as applicable to the role (e.g. Privacy Act 1993, Vulnerable Children’s Act 2014, ACC service specifications etc.) ▪ Awareness of and complies with responsibilities under the Health and safety at Work Act 2015; ▪ Ensures Health & Safety systems and management are in place – with Health and safety agreed targets met, including: ▪ Risk minimisation ▪ Employee engagement ▪ Hazard registers ▪ H&S objectives ▪ Pre-employment screening ▪ H&S orientation ▪ Initial Needs Assessment (INA) ▪ Reportable event reviews ▪ Displays of commitment ▪ Ensures all employees maintain adequate safety standards on the job through consultation, training and supervision. ▪ Ensures own and others safety at all times

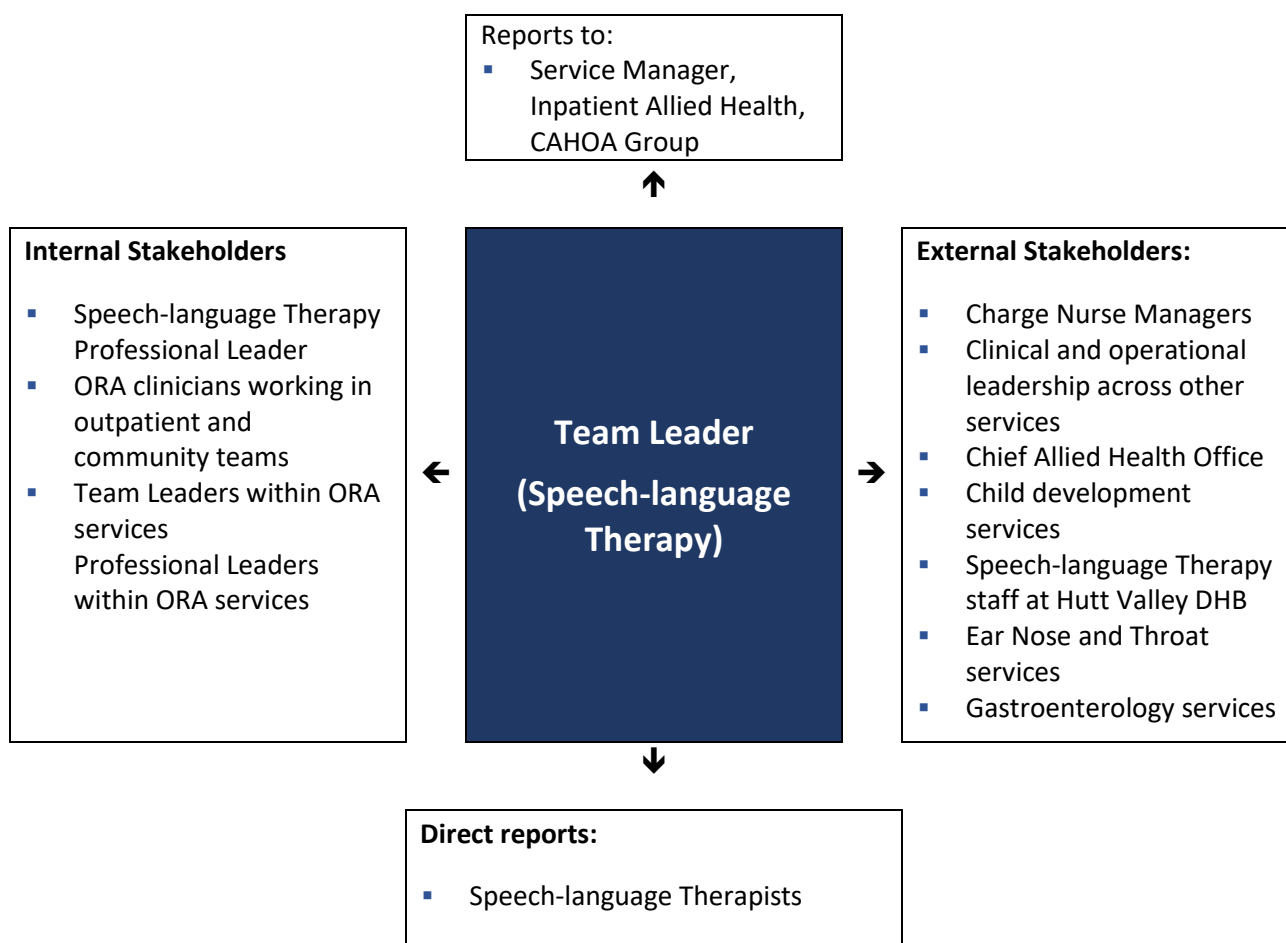
Key accountabilities	Deliverables / Outcomes
	- Complies with policies, procedures and safe systems of work - Reports all incidents/accidents, including near misses in a timely fashion - Is involved in health and safety through participation and consultation.
2. Clinical Practice	Where the role has a clinical component, demonstrates practice that meets the clinical pillar expectations of advanced allied health professional level roles or greater: - Takes legal and professional responsibility for managing own caseload of patients / clients with increasing complexity and be able to independently adapt and make decisions regarding speech-language therapy intervention; - Utilises information available to prioritise patients/clients to enable appropriate allocation of referrals and workload with staff in the team; - Carries out comprehensive assessment with patients (and whānau where appropriate) This may include use of standardised assessments to assist in assessment and intervention planning; - Formulates and delivers individualised speech-language therapy intervention using comprehensive clinical reasoning skills and in depth knowledge of treatment approaches. This should, take into account the patient's own goals and those of the wider multidisciplinary team (MDT); - Demonstrates effective communication, to establish a therapeutic relationship and set expectations with patients / clients, whānau and the MDT, inclusive of the wider health team and external agencies as appropriate. This includes relaying complex, sensitive and contentious information; - Assesses the patient's understanding of assessment, interventions and goals and gain informed consent for intervention, taking into account those who lack capacity (e.g. those with cognitive difficulties); - Regularly reassesses and evaluates the patient / client's progress against identified goals and adjust intervention as situations change; - Refers on to other services to work with the patient/client towards achievement of longer term goals; - Develops comprehensive discharge / transfer plans as appropriate; - Carries out regular clinical risk assessments for patients/ clients on own caseload and takes action to effectively manage identified risks, seeking support where appropriate; - Demonstrates an awareness of health inequalities, with evidence of implementing actions within own clinical practice towards reducing these for the patient/client and/or whanau;

Key accountabilities	Deliverables / Outcomes
	▪ Represents the service and / or individual patients/clients at clinical meetings and case conferences to ensure the delivery of a coordinated multidisciplinary service and to ensure speech-language therapy is integrated into the overall intervention (where appropriate) including discharge planning; ▪ Completes documentation consistent with legal and organisational requirements; ▪ Adheres to any applicable recognised best practice for speech-language therapy and any relevant clinical policies and practice guidelines; ▪ Provides advice, teaching and instructions to patients, carers, relatives and other professionals to promote consistency of support being delivered; ▪ Demonstrates awareness of local, sub-regional and regional context in relation to provision of health and social support and the impact on service provision; ▪ Identifies unmet needs of patients and identifies potential solutions to address these needs; ▪ Demonstrates an understanding of the roles of the multidisciplinary team. ▪ Takes responsibility for providing day to day clinical leadership, including providing clinical advice, support and guidance to team members; ▪ Promotes culturally safe / bicultural practice and competency working with patient/clients and whanau; ▪ Ensures all staff are engaged in quality assurance activities appropriate to their role; ▪ Ensures all staff are working within their scopes of practice as per registration board / professional association or organisational policy expectations; ▪ Promotes effective communication amongst the team in order to share expertise and information.
3. Teaching & Learning	▪ Maintain competency to practice through identification of learning needs and Continuing Professional Development (CPD) activities. This should comply with the professional body continuing professional development requirements; ▪ Completes applicable training for effective delivery of the role; ▪ Participates in own annual performance review and associated clinical assurance activities; ▪ Participates in professional supervision in line with the organisation's requirements and/or professional body; ▪ Ensures every staff member is orientated to the role and the organisation; ▪ Facilitates and advocates for professional development opportunities for staff, balancing potential impacts on service provision with potential resultant gains in service quality;

Key accountabilities	Deliverables / Outcomes
	▪ Utilises workforce plans to ensure learning and development solutions are in place for team members which support service delivery.; ▪ Works with professional leaders to facilitate optimal learning experiences for students; ▪ Ensures supervision and mentoring arrangements are in place for team members and are working well; ▪ Supports and encourages the team and other health professionals in developing collaborative inter-professional learning opportunities (across professions, services, sectors and systems); ▪ Support and promote audit and research that aligns with organisational strategic direction.
4. Service Improvement and Research	▪ Actively contributes to, or leads service improvement activities in discussion with manager(s). This includes making recommendations and where accepted, implementing changes in models of practice in line with evidence based practice (where available), research evidence and audit activity aligned with the strategic direction of service /organisation; ▪ Contributes to DHB annual planning process (strategic and operational) including identifying gaps in service, budget requirements, capital expenditure and participates in work / projects that may result from the planning process; ▪ Oversees and is responsible for development and implementation of systems and processes, ensuring that services are efficient, accessible, equitable and meet contractual requirements and patient/clients' needs; ▪ Identifies and supports opportunities for innovative clinical practice within the team in collaboration with others, which will provide benefits aligned to the Triple Aim; ▪ Ensures team/profession specific protocols, pathways and policies are developed, maintained and aligned with evidence based practice. Where appropriate seeks out, shares and develops these across services to promote integration and consistency in service delivery for patient/clients/clients across the region; ▪ Actively participates in national, regional and sub-regional working groups / clinical networks to identify and implement service improvements as appropriate; ▪ Establishes working partnerships with consumers, other services / external organisations to promote safe and integrated working that improves the outcomes and experience of patients / clients; ▪ Practises in a way that utilises resources (including staffing) in the most sustainable and cost effective manner.

Works in other areas as identified or following a reasonable request in order to support the organisation in managing safe patient care and maintaining service delivery.

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
Integrity and Trust	- 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.
Quality and Innovation	- Provides quality service to those who rely on one's work; - Looks for ways to improve work processes - suggests new ideas and approaches;

Competency	Behaviours
	▪ Explores and trials ideas and suggestions for improvement made by others; ▪ Shows commitment to continuous learning and performance development.
Motivating Others	▪ 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; ▪ Empowers others; ▪ Invites input from each person and shares ownership and visibility; ▪ Makes each individual feel his/her work is important; ▪ Is someone people like working for.
Interpersonal Savvy	▪ 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.
Taking Responsibility	▪ Is results focussed and committed to making a difference; ▪ Plans and organises work, allocating time to priority issues, meeting deadlines and coping with the unexpected; ▪ Adjusts work style and approach to fit in with requirements; ▪ Perseveres with tasks and achieves objectives despite obstacles; ▪ Is reliable - does what one says one will; ▪ Consistently performs tasks correctly - following set procedures and protocols.
Decision Quality	▪ Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; ▪ Most of his/her decisions and suggestions turn out to be correct and accurate when judged over time; ▪ Sought out by others for advice and solutions.
Process Management	▪ Good at figuring out the processes necessary to get things done; ▪ Knows how to organize 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.
Partnership with Maori	▪ 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;

Competency	Behaviours
	- 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.

Experience and Capability

Essential qualifications, skills and experience

A. Knowledge, Skills & Experience:

- Expectation of at least 6 years practice working in a health or other relevant setting.
- Advanced clinical experience and knowledge.
- Demonstrated leadership skills or potential.
- Experience of leading, motivating and developing others
- Demonstrated commitment to quality, safety and clinical governance.
- Experience in collaborative interprofessional practice.
- Evidence of on-going professional development.
- Knowledge of, and familiarity with, other health services including the differing paradigms in which they deliver health services.
- Demonstration of research and practice development.

B. Essential Professional Qualifications / Accreditations / Registrations:

- Relevant qualification in the profession (essential).
- Registered Allied Health practitioner with current annual practicing certificate, or certification/membership of professional association if registration not applicable (essential).
- Member of Professional Association (desirable) for professions with annual practicing certificates.
- Relevant post graduate qualification(s) or working towards this (desirable).

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

- Focused on delivering high quality care for the patient/client/whānau.
- Well-coordinated, effective, efficient and planned service provision.
- A commitment and understanding of the Treaty of Waitangi (and application to health) and a willingness to work positively in improving health outcomes for Maori.
- Continual improvement focus.

D. Other:

- Current full NZ driver's licence with ability to drive a manual and automatic car (required for roles based in the community or where the role may be required to work across multiple sites).
- Proficiency in using technology within the workplace.
- A high standard of written and spoken English.

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