

## Position Description

<b>Position</b>	<b>Cancer Service Manager</b>
<b>Team / Service</b>	Cancer, Specialist Medicine and Community Provider Services
<b>Group</b>	Wellington Blood, Cancer, Research, Pharmacy, and Palliative Care Services
<b>District</b>	Capital, Coast & Hutt Valley
<b>Responsible to</b>	Operations Manager-Wellington Blood, Cancer, Research, Pharmacy, and Palliative Care Services
<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 Capital Coast – Wellington Regional 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

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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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There are six Groups within the Capital, Coast and Hutt Valley District Provider Services with the Cancer, Blood, Pharmacy and Palliative Care Group providing an integrated regional and supraregional service.

### Cancer Service

The Wellington Blood and Cancer Centre (WB&CC) incorporates the specialties of Radiation Oncology, Medical Oncology and Clinical Haematology into an integrated regional and supraregional cancer service. Patients reside in the Wellington, Wairarapa, Hutt Valley, Kapiti Coast and Nelson-Marlborough regions. District services extend beyond these boundaries to cover to Waikato and Nelson-Marlborough. Clinics are held at Kenepuru Hospital, Hutt Hospital, Wairarapa Hospital, Nelson, and Blenheim. The Centre has an active Clinical Research Unit currently participating in multiple clinical studies.

Ambulatory care forms the main focus of patient activities and represents some 70% of the contracted workload. Services provided in the Centre include specialist consultation and treatment for referred Medical Oncology, Radiation Oncology and Haematology patients and 24 hour acute clinical assessment and inpatient care including a Hospital Palliative Care Team.

WB&CC has established links with other services that diagnose and medically intervene with cancer patients, including surgery. This is managed through the multi-disciplinary meeting

(MDM) framework that is used as a formal mechanism to determine the most beneficial treatment plan for patients with cancer.

MDMs are part of a cancer management implementation package introduced by the Ministry of Health (MoH) that is focusing on four key areas. The other three are the Faster Cancer Treatment (FCT) indicators, national tumour standards and care coordination. The service works with Te Aho o Te Kahu, the Cancer Control Agency to deliver better cancer outcomes for Aotearoa New Zealand.

## Purpose of the role

The Operations Manager and Clinical Leader of each specialty work in partnership, to support the Service Manager across Cancer Services. The service manager works alongside them to drive the service goals ensuring that organisational objectives are met, that resources are managed effectively and efficiently to provide contracted services within budget. Services are compliant with relevant legislative and Ministry of Health requirements, organisation/service policies and quality standards.

The Service Manager has a lead role in developing and maintaining relationships across the patient service continuum, ensuring a client-focused service, and providing leadership for service development and change management.

The main focus is supporting the District to achieve Ministry of Health and Cancer Agency targets as outlined in the annual plan related to cancer.

The areas of focus for this role will be:

- Reducing inequities
- Supporting the Tumour Stream Models of Care and Standards of Care work
- Coordination of the Multidisciplinary team meetings
- Cancer data – Including timeliness, resourcing and outcome data across the continuum
- Cancer Care Co-ordination initiatives
- Shorter wait times for Diagnostic and Treatment Services
- Management of Wellington Blood and Cancer Research Team
- Management of Mosaik team

A critical requirement for this role is a focus on and the clinical knowledge of the Cancer Work Streams and patient pathways.

The Service Manager's key areas of focus are service development, change management, and coordination of service performance across multiple care settings within the District.

## Key Accountabilities

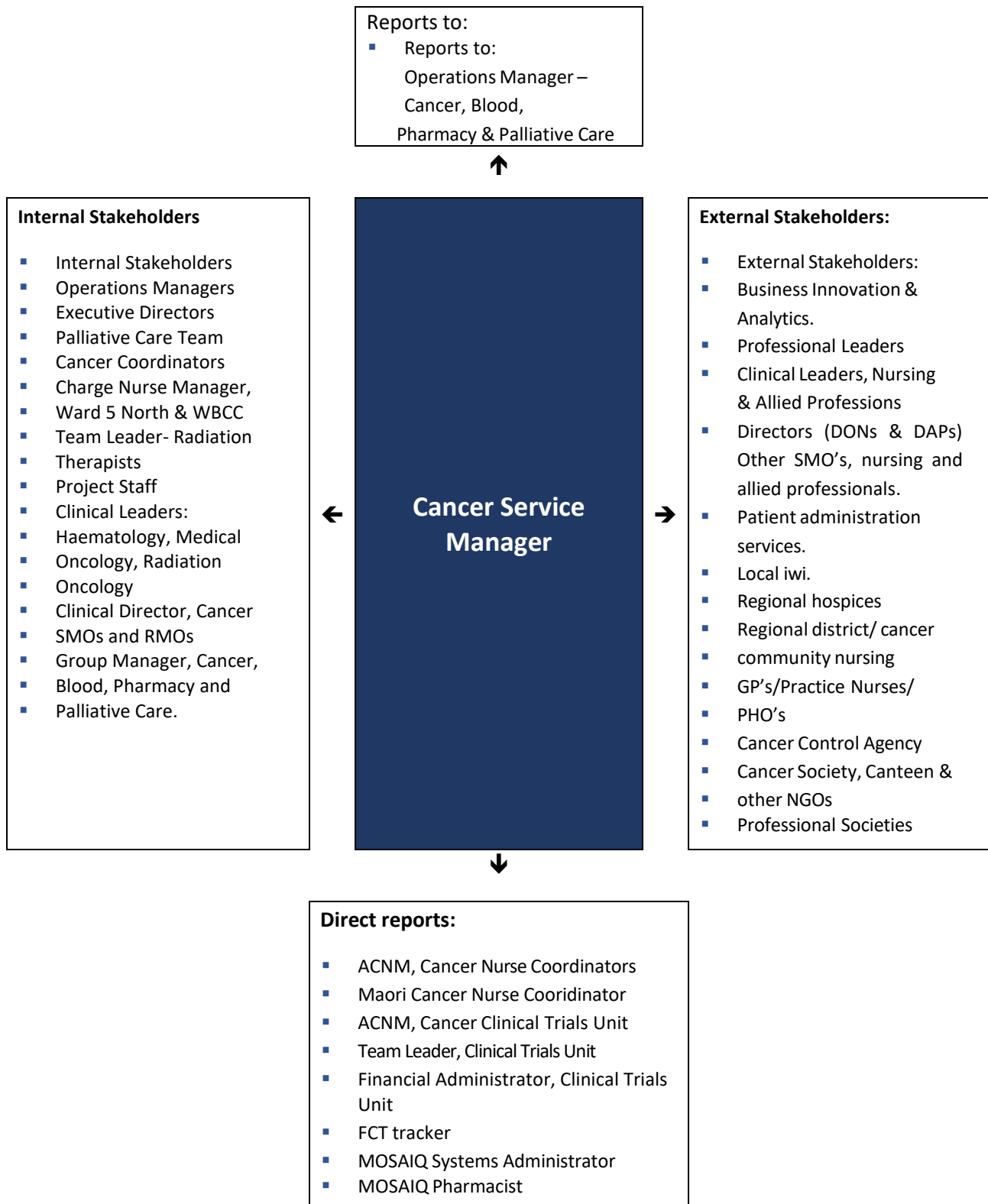
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
1. Service Delivery	<ul style="list-style-type: none"> <li>• Monitors performance against MoH/Agency targets and indicators, and identifies variations and strategies for addressing these</li> <li>• Works with Operations Managers, Clinical Leaders and professional leaders (i.e. DON/DAPs) on service and clinical standards and professional clinical matters</li> <li>• Ensures service provision is coordinated and that systems are in place to measure the quality of service provision and clinical quality</li> <li>• Service performance levels in relation to access and contracted activity is</li> </ul>

Key accountabilities	Deliverables / Outcomes
	<p>achieved</p> <ul style="list-style-type: none"> <li>• Variance is reported and action plans developed</li> <li>• Monthly and other reports required by the Operations Manager are provided by due date</li> <li>• Organisational information systems are accurately utilised and evidence of analysis presented through monthly reporting</li> <li>• Produces evidence of leadership and contribution to team and service meetings.</li> <li>• Complies with CC&amp;HV District standards, policies and protocols</li> <li>• Identifies and pursues opportunities to enhance service delivery &amp; efficiency</li> <li>• Collects and utilises activity and staffing data</li> <li>• Develops and maintains effective relationship with other services</li> <li>• Maintains service delivery which reflects patient centred focus</li> </ul> <p>Actively participates in service planning</p>
<b>2. Budget and Financial Management.</b>	<ul style="list-style-type: none"> <li>• Demonstrates sound knowledge and understanding of budgeting process.</li> <li>• Participates in budget setting, monitoring and evaluation.</li> <li>• Ensures a cost reducing/saving and responsible approach to resource utilisation, and that services are provided within budget.</li> <li>• Ensure controls are in place to ensure expenditure is monitored and managed responsibly.</li> <li>• Provides information to influence and support new purchasing approaches.</li> <li>• Ensures identification of all revenue sources for all contracts Ensures compliance with all contractual requirements.</li> <li>• Monthly and other reports are provided to the Operations Manager by due date.</li> <li>• There is evidence that accurate data collection, Analysis &amp; recording is undertaken.</li> <li>• All contracts are compliant with their requirements.</li> <li>• There is evidence that areas of deviation have been identified, reported and carried out corrective action to provide' for better than budget performance taken.</li> </ul>
<b>3. Human Resource Management</b>	<ul style="list-style-type: none"> <li>• Develops, leads and supports a functional, high performing team.</li> <li>• Ensures the mix of staff is appropriate in terms of skills, experience and competence to deliver the services required</li> <li>• Implements performance management for direct reports and ensure they are in place for all team members.</li> <li>• Support the ACNMs and Operations Manager with recruitment and selection of staff, and ensure it is undertaken in accordance with organisational policies and procedures and in conjunction with professional advisers as appropriate</li> </ul>

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> <li>• Supports the ACNM and other leaders to have an effective staff development process to encourage</li> <li>• Progression for the team i.e. PDRP for nurses.</li> <li>• All new staff under-take generic &amp; area-specific orientation.</li> <li>• A program is in place to ensure core &amp; area-specific competencies are maintained.</li> </ul>
<b>4. Quality Improvement and Risk Minimisation</b>	<ul style="list-style-type: none"> <li>• Drives continuous quality improvement activities and initiatives within the service.</li> <li>• Actively contributes to risk minimisation in the Clinical Research Unit.</li> <li>• Evidence based approach to improvement is supported by sound data and analysis.</li> <li>• Improvement opportunities are identified and communicated, and improvement plans are implemented.</li> <li>• Customer satisfaction was achieved.</li> <li>• Quality standards are met.</li> <li>• Variations from agreed standards are investigated, corrective action taken and compliance achieved.</li> <li>• KPIs are achieved.</li> <li>• Ensures requirements for accreditation with Quality Health New Zealand are met within the area of responsibility, including excellent records and documentation.</li> <li>• Development of appropriate policies and procedures.</li> <li>• All policies and procedures are contemporary, reviewed annually and up to date and are available electronically.</li> <li>• There is evidence of regular service audits, action plans and evaluation.</li> <li>• Evidence of ongoing service improvement</li> <li>• Evidence of effective participation strategies and</li> <li>• processes for staff to support service improvement and effective patient centred service delivery</li> </ul>
<b>5. Leadership and Communication</b>	<ul style="list-style-type: none"> <li>• Articulates and drives the direction and goals for the cancer work streams and ensures that these are reflected in team and individual plans.</li> <li>• Provides positive leadership, co-ordination, guidance, and support to staff with the objective of retaining cohesive, well-motivated and professional team.</li> <li>• Organisation &amp; service goals are effectively communicated.</li> <li>• There is evidence that practice &amp; behaviour across</li> </ul>

	<ul style="list-style-type: none"> <li>• Takes responsibility for the performance management of team members, in conjunction with professional advisors, as appropriate, and in a timely manner.</li> <li>• Role models a team-based culture and displays and promotes behaviour that is consistent with the vision and values of CCHV District.</li> <li>• Holds regular team meetings which bring together the services for information, discussion, consultation, decision making and improved patient outcomes.</li> <li>• Communicates and advocates CC &amp; HV mission and priorities both internally and externally.</li> <li>• Maintains and develops effective relationships and communications with all other services.</li> <li>• Ensures that the team maintains co-operative relationships with other teams within the service and CCHV as a whole.</li> <li>• Undertakes Project work as required within reasonable scope of the position description.</li> <li>• The service creates positive working relationships and enhances team-work, and high-quality patient care.</li> <li>• Meet weekly with Operations Manager to ensure service meets requirements.</li> <li>• Discuss variance &amp; formulate action plans.</li> <li>• There is evidence that s/he works closely with professional leaders (DON/DAPs) to develop a high-performing team.</li> <li>• Evidence of leadership and contribution to team and service meetings.</li> <li>• There is evidence that effective staff development</li> <li>• Processes are in place including performance management and at least annual performance assessments are done.</li> <li>• Succession plans are in place and there is evidence that supports leadership.</li> </ul>
6. 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>
7. 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>



## 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>Interpersonal Savvy</b>	<ul style="list-style-type: none"> <li>Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation</li> <li>Builds appropriate rapport</li> <li>Builds constructive and effective relationships</li> <li>Uses diplomacy and tact</li> <li>Can diffuse even high-tension situations comfortably</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>Planning</b>	<ul style="list-style-type: none"> <li>Accurately scopes out length and difficulty of tasks and projects</li> <li>Sets objectives and goals</li> <li>Breaks down work into the process steps</li> <li>Develops schedules and task/people assignments</li> <li>Anticipates and adjusts for problems and roadblocks</li> <li>Measures performance against goals</li> <li>Evaluates results</li> </ul>
<b>Decision Quality</b>	<ul style="list-style-type: none"> <li>Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement</li> <li>Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time</li> <li>Sought out by others for advice and solutions</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 the first answer</li> </ul>
<b>Quality &amp; Innovation</b>	<ul style="list-style-type: none"> <li>Provides quality service to those who rely on one's work.</li> <li>Looks for ways to improve work processes - suggests new ideas and approaches.</li> <li>Explores and trials ideas and suggestions for improvement made by others.</li> <li>Shows commitment to continuous learning and performance development.</li> </ul>
<b>Negotiating</b>	<ul style="list-style-type: none"> <li>Can negotiate skilfully in tough situations with both internal and external groups;</li> <li>Can settle differences with minimum noise;</li> <li>Can win concessions without damaging relationships;</li> <li>Can be both direct and forceful as well as diplomatic;</li> <li>Gains trust quickly of other parties to the negotiations;</li> <li>Has a good sense of timing</li> </ul>

## Experience and Capability

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Essential qualifications, skills and experience

**A. Knowledge, Skills & Experience:**

- Knowledge and experience of working within the cancer work streams
- Proven track record in Service improvement
- Previous experience in a leadership/management role in the health sector
- Established credibility within the profession
- Understanding of patient pathways across Districts and between Districts.
- Demonstrated commitment to professional development of self and others
- Demonstrated understanding of and sensitivity to cultural and ethical dimensions of practice
- Excellent time-management and the ability to multi-task and prioritise effectively.
- Strong problem-solving skills, including high-level conceptual thinking and in-depth analysis
- Highly numerate; able to analyse and synthesise data
- IT savvy; competent working with a range of qualitative and quantitative data systems and application
- Highly developed influencing and interpersonal skills and the ability to build and maintain effective and trusted relationships

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

- A relevant leadership or management qualification is desirable
- Health professional qualification

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

- Having a commitment to Health and Independence Improvement goals, the values and goals of CC&HV and to continuous learning and performance development.
- Encouraging the development of all team members

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