

Position Description

Position	Service Manager, Inpatient Allied Health
Team / Service	Inpatient Older Persons, Rehabilitation & Allied Health
Group	Community, Older Adults and Allied Health (CAHOA)
District	Capital, Coast & Hutt Valley
Responsible to	Operations Manager Inpatient CAHOA
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
Locations	This position is expected to work from multiple locations across the district

Te Whatu Ora

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

Context

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

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

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

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

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

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

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

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

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

Te Tiriti o Waitangi and Māori Health Outcomes

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 Tolu 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

Manakitanga – 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.

Team/Service Perspective

The services within the Community, Allied health and Older Adult group are provided to people of all ages in inpatient, outpatient and community settings. This role is part of the Inpatient services for the Community, Allied Health and Older Adult Group; which provides services to Wellington Regional Hospital, Kenepuru Hospital in Porirua and Hutt Hospital in Lower Hutt.

Wellington Hospital is one of 5 major tertiary hospitals in New Zealand and provides a comprehensive range of specialist secondary and tertiary services. Hutt Hospital provides specialist secondary and tertiary services. Kenepuru Hospital provides health of the older person, rehabilitation and 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 Allied Health 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 and NGO providers, outpatient services and NASC agencies.

Clinical speciality/area

This is a senior allied health leadership role based in the Capital, Coast & Hutt District. It provides day to day leadership and management of team leaders who work across the three District sites. The team comprises of around 11 Team Leaders that are spread across 3 sites: Wellington Regional Hospital, Kenepuru Hospital and Hutt Hospital. The role also manages an Allied Health consultant in rehabilitation.

The team comprises of, at Wellington and Hutt Hospitals; Team Leaders for Physiotherapy, Occupational Therapy, Social Work, Speech language Therapy and Dietetics. At Kenepuru Hospital a Team Leader for Allied Health.

The role works alongside the Directors of Allied Professions and Allied Health Professional Leaders to optimise safe and effective Allied Health service provision. The role works collaboratively with Service Managers and Operations Managers across the District in the planning, coordination and delivery of inpatient services.

Clinical skills

Whilst the role does not have a clinical component attached to it, at times the Service Manager may need to provide clinical support within their scope of practice.

Purpose of the role

The Inpatient Allied Health Service Manager 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

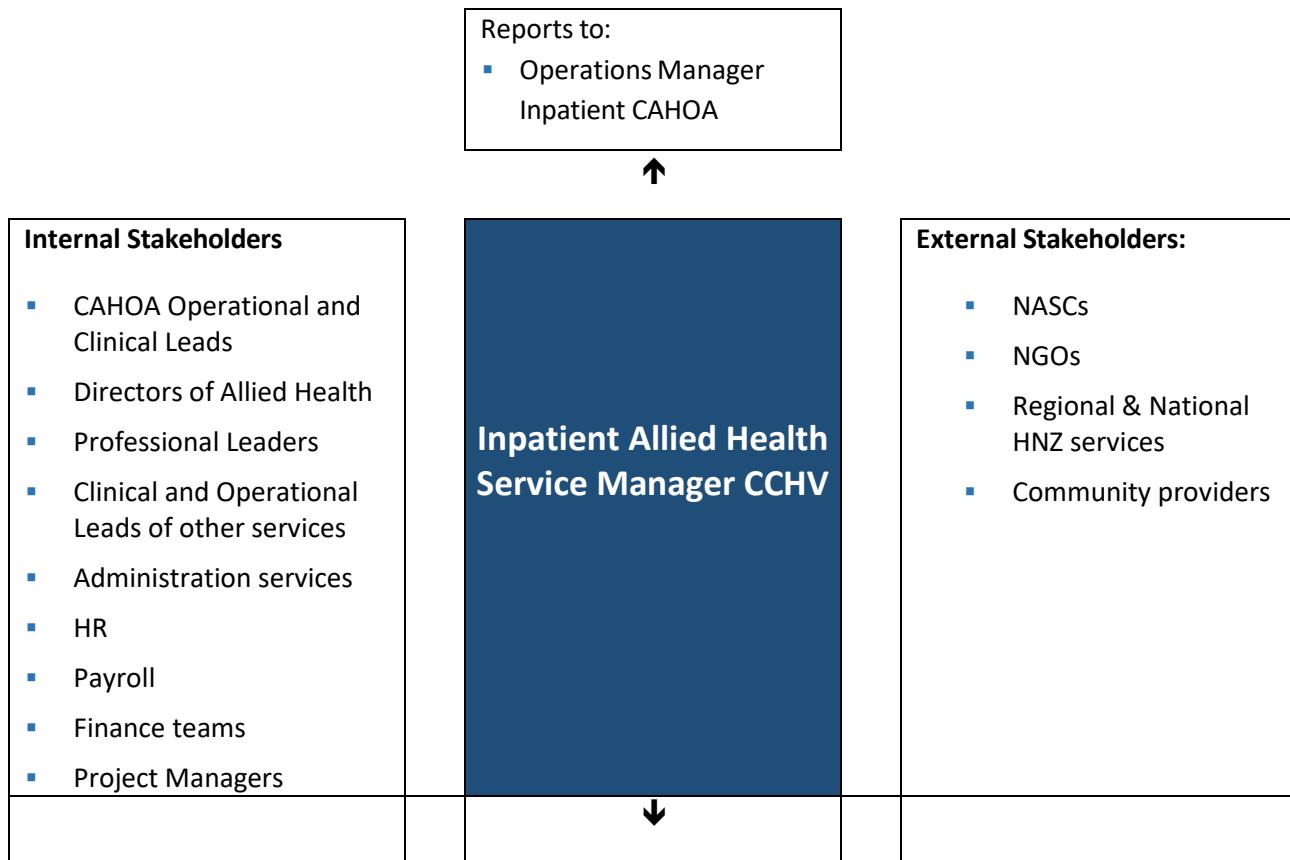
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
1. Leadership & Management	<ul style="list-style-type: none">• The Service Manager for Allied Health has Management responsibility for the Team Leaders of Physiotherapy, Social Work, Occupational Therapy, Speech Language Therapy and Dietetics at Wellington and Hutt Hospitals and the Team Leader for Inpatient Allied Health at Kenepuru Hospital.• The Service Manager is responsible for working collaboratively with the Operations Manager and Team Leaders to set the strategic direction of the service and leading the team to ensure a sustainable high quality service
2. Service Delivery	<ul style="list-style-type: none">• Monitors performance against contract and service requirements. Identifies variations and puts in place strategies for addressing these• Works with Directors of Allied Health and Professional Leaders on service and practice standards and professional matters• Ensures service provision is coordinated and that systems are in place to measure the quality of service provision• Complies with Health NZ/Te Whatu Ora Capital Coast and Hutt Valley's standards, policies and protocols• Identifies and implements opportunities to enhance service delivery and efficiency• Collects and uses activity and staffing data to monitor and improve the service• Develops and maintains effective relationships with other services/agencies• Maintains service delivery which reflects person-centred focus• Actively participates in service planning

3. Budget and Financial Management	<ul style="list-style-type: none"> • Demonstrates sound knowledge and understanding of budgeting process • Participates in budget setting, monitoring and evaluation • Ensures a cost reducing/saving and responsible approach to resource utilisation, and that controls are in place to ensure expenditure is monitored and managed responsibly. • Provides information to influence and support new purchasing approaches • Ensures identification of all revenue sources for all contracts • Ensures compliance with all contractual requirements
4. Human Resource Management	<ul style="list-style-type: none"> • To develop, lead and support a functional, high performing team • To ensure the mix of staff is appropriate in terms of skills, experiences and competence to deliver the services required • Implement performance management for direct reports, and ensures it is in place for all team members • Recruitment and selection of staff is undertaken in accordance with Health NZ/Te Whatu Ora, Capital Coast and Hutt valley District's policies and procedures and in conjunction with professional leaders as appropriate.
6. Leadership and Communication	<ul style="list-style-type: none"> • Works collaboratively with Operations Managers, Team and Professional Leaders to establish the direction and goals for the service and ensures these are reflected in team and individual plans • Provides positive leadership, coordination, guidance and support to staff with the objective of retaining cohesive, well-motivated and professional team • Recruits, orientates and takes responsibility for the performance management of team members in conjunction with professional leaders as appropriate and in a timely manner • Role models a team culture and displays and promotes behaviour that is consistent with the vision and values of the District • Holds regular team meetings which bring together the services for information, discussion, consultation, decision-making and improved patient outcomes • Communicates and advocates Capital Coat and Hutt Valley Districts mission and priorities both internally and externally • Maintains and develops effective relationships and communications with other services/agencies • Ensures the team maintains cooperative relationships with other stakeholders • Undertakes project work as required within reasonable scope of the position description
7.Quality Improvement and risk minimisation	<ul style="list-style-type: none"> • Drives continuous quality improvement activities and initiatives within the service • Actively contributes to risk minimisation

8. Occupational Health & Safety	<ul style="list-style-type: none">• Proactive Health & Safety systems are in place• Injury management-reactive safety management systems are in place.
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Works in other areas as identified or following a reasonable request in order to support the organisation in managing patient/client care and maintaining service delivery.



Direct reports:

- Team Leader Physiotherapy Wellington
- Team Leader Occupational Therapy Wellington
- Team Leader Social Work Wellington
- Team Leader Dietetics Wellington
- Team Leader Speech Language Therapy Wellington
- Team Leader Physiotherapy Hutt Valley
- Team Leader Occupational Therapy Hutt Valley
- Team Leader Speech Language Therapy Hutt Valley
- Team Leader Social Work Hutt Valley
- Team Leader Dietetics Hutt Valley
- Team Leader for Inpatient Allied Health Kenepuru
- Allied Health consultant, Rehabilitation

Capability Profile

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

Competency	Behaviours
Team work	<ul style="list-style-type: none"> • Develops constructive working relationships with other team members • Has a friendly manner and positive sense of humour • Works cooperatively – willingly sharing knowledge and expertise with colleagues • Shows flexibility – is willing to change work arrangements or take on extra tasks in the short term to help the service or team meet its commitments • Supports in word and action decisions that have been made by the team.
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;
	<ul style="list-style-type: none"> • Keeps confidences; • Admits mistakes; • Doesn't misrepresent her/himself for personal gain.
Quality and 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.
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; • 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	<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.

Taking Responsibility	<ul style="list-style-type: none"> • Is results focused 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Competency	Behaviours
Partnership with Maori	<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 Maori within the workplace and the wider community; • 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;
- 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 an Allied Health 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/whanau;
- 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
- High degree of 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