

Position Description

Position	Clinical Leader
Team / Service	Wellington City Locality
Group	Mental Health, Addiction and Intellectual Disability Service
District	Capital, Coast & Hutt Valley and 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 will work from a substantive base but be expected to travel across the district, as required, to respond to the needs of the locality they lead.

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 encompasses community based primary Lead Maternity 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. Ratonga Rua-o-Porirua is where our forensic, rehabilitation and intellectual disability inpatient services are located.

Te Tiriti o Waitangi and Māori Health Outcomes

Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

Mana whakahaere Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.

- Mana motuhake** Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori.
- Mana tāngata** Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.
- Mana Māori** Enabling Ritenga Māori (Māori customary rituals) which are framed by Te Aō Māori (the Māori world), enacted through tikanga Māori (Māori philosophy & customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

We will target, plan and drive our health services to create equity of health care for Māori to attain good health and well-being, while developing partnerships with the wider social sector to support whole of system change.

The Vision, Mission and Values from our District

We bring forward and join our values within our district. These will change as we become a team of teams within Te Whatu Ora.

Hutt Valley

Vision

Whanau Ora ki te Awakairangi: Healthy people, healthy families and healthy communities are so interlinked that it is impossible to identify which one comes first and then leads to another.

Mission

Working together for health and wellbeing.

Ō mātou uara – Values

Mahi Pai ‘Can do’: Mahi Tahi in Partnership: Mahi Tahi Te Atawhai Tonu Always caring and Mahi Rangatira being our Best

Capital and Coast

Vision

Keeping our community healthy and well

Mission

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

Value

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

District Responsibility

The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and HNZ policy.

Te Whatu Ora is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

We are committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

Group Perspective

The model of care for the Local Adult Specialist Mental Health and Addiction Service seeks to eliminate inequities experienced by Māori, Pacific peoples, disabled people, and other groups. It supports our vision for an integrated mental health and addiction service, with a focus on local delivery across the district – ‘one system, one service, locally delivered’.

The model of care aims to improve the inequalities and barriers faced by tāngata whaiora and whānau when accessing services.

Our principles

Principle 1: Grounded in Te Tiriti o Waitangi | Whakapapa ki Te Tiriti o Waitangi

- Tino rangatiratanga
- Equity
- Active protection
- Options
- Partnership

Other key principles underpinning our model of care

Principle 2: Informed by peers and those with lived experience | Ka whakamōhio e nga hoa me te hunga whai wheako ora

Principle 3: A welcoming, person and whānau-led approach | He huarahi manaaki, tāngata me te whānau

Principle 4: Timely access to services in the community | Te whai waahi ki nga ratonga i roto i te hapori

Principle 5: A strengths-based, trauma-informed and recovery focussed approach, using advanced therapy and evidence based holistic interventions | Mā te mōhio ka whai whakaaro

Team/Service perspective

The Local Specialist Adult Mental Health and Addiction Services are delivered from three identified localities (Wellington City, Kāpiti-Porirua, and Hutt Valley-Wairarapa), to provide the specialist mental health and addiction treatment for tāngata whaiora who live in each locality. Each locality operates as a single team of clinicians who provide a set of core functions to the local community from a home base. This role is for the Wellington City locality, which currently covers from Tawa to the southern most parts of Wellington.

These functions are:

- Primary and Community Transitions
- First Response (encompassing the functions of Access and Rapid Response, including brief interventions); and
- Local Specialist Mental Health and Addiction (incorporating the FACT model, brief interventions, and advanced therapies).

Each locality consists of clinicians and support staff who contribute to the functions that align with their capabilities, training, and expertise. This model of service delivery supports staff to work at the top of their scope and in an interdisciplinary team environment. Additionally, the model is sufficiently flexible that the

delivery of functions in each locality can be adjusted quickly and responsively when required by changes in demand.

From the perspective of tāngata whaiora and whānau, the model facilitates a seamless experience of support from our services.

Purpose of the role

The functions of the Locality 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 Locality Clinical Leader leads their service in partnership with the Locality 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 Locality Clinical Leader reports to the Clinical Director for the Mental Health and Addiction Service. The Principal Clinician positions operating within the locality report to the Locality Clinical Leader.

The Clinical Leaders for the localities will hold a “portfolio” aligned to one of the three functions (Primary and Community Transitions, First Response and Local Specialist Mental Health and Addiction), which will allow for some oversight of the functions extending beyond the confines of individual localities.

Other key relationships include partnerships with primary care, NGOs, and other providers operating locally, as well as with the other Clinical Leaders.

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 locality, 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 district and regional services. The Locality Clinical Leader values and understands the strengths and contributions of all clinical disciplines.
- 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 care reviews, contributing to Whole of Service Response Plans (WSRPs), and managing disputes between clinicians or services when these arise.
- Coroner and complaints: managing formal complaints, managing responses to the Coroner, managing responses to the HDC, assisting with other clinico-legal matters when these arise.

Key accountabilities

Key accountabilities	Deliverables / Outcomes
1. General Accountabilities	<ul style="list-style-type: none"> ▪ Work closely with the operational leadership team members to conceptualise, plan and progress the change programme for the Local Adult Specialist Mental Health and Addiction Service. ▪ Leads clinical governance within their locality, in partnership with the Operations Manager. ▪ Initiates, monitors and implements clinical initiatives within their locality, ensuring alignment with the broader service and the Local Adult Specialist Mental Health and Addiction Service vision, principles, and model of care. ▪ Represents the locality and MHAIDS at regional and national forums if required. ▪ Provides supervision and guidance to clinicians from all disciplines. ▪ Participates in recruitment and works with the locality leadership on any HR issues, including performance management. ▪ Leads a culture of safe practice by ensuring that health and safety practice meets health and safety requirements at work legislation, and by applying the relevant district policies and processes. ▪ Leads and role models the application of Te Tiriti ō Waitangi statement and intent. ▪ Champions equity and diversity in the workplace.
2. Professional Leadership	<ul style="list-style-type: none"> ▪ Articulates a strong vision and provides clinical leadership to achieve strategic goals and objectives. ▪ Is visible and accessible to all members of the team. ▪ Establishes and maintains regular forums for staff communication regarding service development and district activities. ▪ Readily shares knowledge and skills, provides guidance and coaching to develop staff and promotes workforce development. ▪ Manages team dynamics to ensure a strong, cohesive team within the broader interdisciplinary team. ▪ Manages conflict situations, working to a constructive resolution. ▪ Maintains a positive image of the service to staff, tāngata whaiora and whānau. ▪ Actively participates in service meetings and contributes to district planning, strategic direction, and objectives. ▪ Develops and maintains strategic links and partnerships internal and external to the district to ensure that services are well integrated. ▪ Advocates for adequate fiscal and human resources to enable a safe practice environment. ▪ Leads quality improvement. ▪ Ensures documentation meets district, legal, contractual and professional requirements. ▪ Coordinates the development and review of clinical policies and procedures in line with best practice following appropriate district process. ▪ Works in partnership with cultural advisors to provide appropriate services as determined by tāngata whaiora and whānau.

	<ul style="list-style-type: none"> ▪ Promotes and enables staff to participate in interprofessional team meetings. ▪ Supports the implementation, monitoring and reporting of tools to assist with managing demand and appropriate allocation of resources.
4. Quality and Risk	<ul style="list-style-type: none"> ▪ Responds to reportable events and participates in the serious event review (SER) process. ▪ Identified risks are monitored, reported, and escalated as appropriate with risk mitigations implemented. ▪ Takes a leading role in clinical governance and quality improvement activities. ▪ Champions an effective continuous quality improvement programme within the service following the district(s) quality framework. ▪ Promotes meaningful innovation and evidence-based practice. ▪ Ensures the district audit schedule activities are completed, and appropriate corrective action plans are developed, followed through, and monitored when deficits in care are identified. ▪ Champions an effective continuous quality improvement programme within the service following the districts' quality framework. ▪ Supports the defusing and debriefing process following events that have, or have the potential, to impact on staff.
5. Workforce	<ul style="list-style-type: none"> ▪ Identifies and actions ways to recruit, develop and retain the clinical workforce. ▪ Manages and ensures key clinical staff are accessing and maintaining professional supervision. ▪ 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. ▪ Responds to industrial matters and manages interactions with appropriate union partners.

Key Relationships & Authorities

Reports to:

- Clinical Director, Mental Health and Addiction Service

Internal to service:

- MHAIDS Senior Leadership Team members
- Clinical and operational leaders across MHAIDS
- Professional Leaders
- Support staff
- Clinical and administrative staff within operational group
- Quality & Risk staff
- Learning and Development staff
- Consumer/cultural/family advisors
- HR consultants

Clinical Leader xx Locality

External to service:

- NGO Health Providers
- Primary Health Organisations (PHOs)
- District Māori and Pasifika Health Units
- Police
- Community Interest Groups
- Clinical Leaders of other districts
- Universities
- Learning, Development and Research
- Consumer advocates and agencies
- Other districts

Direct reports:

- Principal Clinician(s)

Capability Profile

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

Competency	Behaviours
Equity	<ul style="list-style-type: none"> ▪ Is committed to achieving equitable health outcomes for Māori ▪ Demonstrates a proactive stance on equity actions for the other priority populations (i.e., Pacific Peoples, Tāngata Whaikaha and Rainbow communities) ▪ Demonstrates a willingness to personally take a stand for equity ▪ Equity informed decision-making evident in the development of plans, strategies and actions that impact service delivery for Māori ▪ Ensures that actions taken to address inequities are timely, effective, pragmatic and based on robust evidence and change methodologies ▪ Challenges current processes and thinking, leading the development of new thinking that will deliver equitable outcomes ▪ Works in partnership with Māori stakeholders to achieve equity goals for Māori and ensure Te Tiriti o Waitangi obligations are demonstrated ▪ Supports Pacific-led responses ▪ Supports disability-focused/tāngata whaikaha responses
Commitment to Te Āo Māori	<ul style="list-style-type: none"> ▪ Demonstrates critical consciousness and on-going self-reflection in terms of the impact of your own culture on your professional practise ▪ Cultural competency is current, contemporary and supports inclusivity and partnership principles ▪ Good understanding and working knowledge of current Māori Models utilised in our service ▪ Understands and demonstrates understanding of tikanga. ▪ Actively encourages Māori concepts of whakawhanaungatanga in their daily work practises • Demonstrates MHAIDS values of Kotahitanga, Rangatiratanga and Manaakitanga in professional practise
Lived Experience	<ul style="list-style-type: none"> ▪ Has an understanding of recovery that is trauma-informed, strengths based, and wellbeing orientated. ▪ Has a good understanding of lived experience and the peer workforce ▪ Can recognise the value of tāngata whaiora and whānau voices in quality improvement, service design and delivery ▪ Can model partnership with lived experience, creating a culture that is safe and supported of the lived experience voice ▪ Challenges stigma and discrimination • Understands the importance of involving whānau in care and recognises the need to be led by tāngata whaiora in its involvement
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 ▪ Can comfortably handle risk and uncertainty
Composure	<ul style="list-style-type: none"> ▪ Is cool under pressure ▪ Does not become defensive or irritated when times are tough ▪ Is considered mature

	<ul style="list-style-type: none"> ▪ Can be counted on to hold things together during the tough times ▪ Can handle stress ▪ Is not knocked off balance by the unexpected ▪ Doesn't show frustration when resisted or blocked ▪ Is a settling influence in a crisis
Developing Direct Reports and Others	<ul style="list-style-type: none"> ▪ Provides challenging and stretching tasks and assignments ▪ Holds frequent development discussions ▪ Is aware of each person's career goals ▪ Constructs compelling development plans and executes them ▪ Pushes people to accept developmental moves ▪ Will take on those who need help and further development ▪ Cooperates with the developmental system in the organisation ▪ Is a people builder
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
Decision Quality	<ul style="list-style-type: none"> ▪ Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement ▪ Most of their solutions and suggestions turn out to be correct and accurate when judged over time ▪ Sought out by others for advice and solutions
Functional/Technical Skills	<ul style="list-style-type: none"> ▪ Has the functional and technical knowledge and skills to do the job at a high level of accomplishment
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
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 mileposts and symbols to rally support behind the vision ▪ Makes the vision sharable by everyone ▪ Can inspire and motivate entire units or organisations

Experience and Capability

Essential Experience and Capability

a. Knowledge and Experience:

- Has held a senior clinical role of this nature in the health sector, preferably in the adult community mental health and addiction sector.
- Has extensive knowledge and perspective of Mental Health, Addictions &/or Intellectual Disability service delivery.
- Has operated within a complex environment, including meeting the needs of multiple organisations at the same time.
- 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.
- Experience in leading quality improvement initiatives.
- Demonstrated experience in the development, implementation and monitoring of policies, audits, protocols and guidelines.

b. Essential Professional Qualifications / Accreditations / Registrations:

- Relevant tertiary level qualification in a clinical discipline (medicine, nursing, psychology, social work, occupational therapy, etc).
- A registered practising senior clinician.
- A full and clean Drivers Licence.
- Registered to work in New Zealand.
- Ability to consent to a full screening and Police Vetting Check under the Vulnerable Childrens Act (2015).

c. Valuing the work

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

- A commitment to living the values of the district and contributing at a strategic level.
- Demonstrated understanding of the significance of and obligations under Te Tiriti o Waitangi and a commitment to achieving equitable outcomes for Māori whānau.
- Demonstrated ability to find common ground and solve problems for the good of all
- Leading in a high-trust clinical-management partnership
- Outstanding interpersonal and emotion regulation skills
- The value and contribution of all disciplines
- Solve problems with peers with a minimum of noise, gains trust easily, supports peers and encourages respect and collaboration
- Managing stakeholder relationships
- Pro-active management to achieve outcomes
- Devolution of decision making

d. Other

- Delivering an exemplary standard of care
- Practice informed by research evidence
- Innovation and critical thinking
- Commitment to sustainable practice
- Emotionally resilient
- Flexible and adaptable
- Works well with complexity and ambiguity
- Skilled in time and organisational management
- Works well under pressure – keeps a balanced perspective

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

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The districts are 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.

This role description will be reviewed regularly in order for it to continue to reflect the changing needs of the organisation. Any changes will be discussed with the position holder before being made. Annual objectives and performance measures will be set each year during the annual performance planning and development meetings.