POSITION DESCRIPTION

POSITION DETAILS:

TITLE: Clinical Lead – (PT / OT / SLT / DIET / SW ) Insert designated profession
REPORTS TO: Service Clinical Director, Allied Health, Clinical Support Directorate
LOCATION: Auckland City Hospital, Auckland District Health Board
AUTHORISED BY: Allied Health Director Clinical Support Directorate
DATE: September 2016

Primary Function:

The (PT / OT / SLT / DIET / SW ) insert designated profession Clinical Leader provides operational and clinical leadership to a discipline specific team functioning at a advanced level of health care and expertise both in direct clinical care and professional leadership.

1. Undertakes operational, clinical leadership and management functions, maintaining a strong focus on working with stakeholders to deliver change and quality improvements, alongside the effective deployment and co-ordination of personnel
2. Provides strategic direction for the (PT / OT / SLT / DIET / SW ) insert designated profession service, which includes the ability to apply an ethical frame work, in order to support complex decision making at a strategic level
3. Models and provides advanced clinical practice within the nominated area of practice in accordance with their clinical scope of practice, code of ethics and standards of practice
4. Collaborates with Professional Leader to lead and ensure the implementation of evidence based standards of practice across the team of (PT / OT / SLT / DIET / SW)
5. Facilitates an inter-disciplinary, client-centred, culturally responsive and holistic model of care across the (PT / OT / SLT / DIET / SW ) insert discipline service

KEY ACCOUNTABILITIES

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Expected Outcomes/Performance Indicators</th>
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| Operational performance       | • Provides operational leadership and day to day management of the designated team  
                                 | • Provides the Service Clinical Director with current and accurate information on team requirements and operational matters relating to service provision in collaboration with other stakeholders  
                                 | • Ensures all staff within the team are engaged in professional supervision in accordance with ADHB policy and professional requirements  
                                 | • Manages team resources to best meet service needs and ensures effective utilisation and coordination of the team to deliver quality patient care  
                                 | • Manages staff leave to minimise impact on service delivery and patient care including elimination of excess annual |
| Financial performance | • Develops annual budgets in consultation with SCD  
• Monitors performance against budget with assistance of SCD and reports variances including causes, corrective action and forecasts  
• Manages patient volumes to PVS and contracted volumes  
• Appropriately manage your RC and report and manage variances in consultation with the Service Clinical Director  
• Identifies adverse financial trends or outcomes, advises SCD and works collaboratively to put appropriate plans in place to minimise impact  
• Meets directorate and service requirements and reports at agreed intervals  
• Manages FTE and ensures FTE costs do not exceed budget  
• Monitors service waiting times and reports regularly in accordance with requirements of the service and external accreditation agencies |
| Strategic/Business planning | • Work in partnership with the (PT / OT / SLT / DIET / SW). Professional Leader to ensure services are delivered in line with the strategic direction for ADHB  
• Collect, collate and report on various data relating to (PT / OT / SLT / DIET / SW) performance, capacity and demand planning and key performance indicators to inform and drive evidence based service development  
• Oversee implementation of workforce development in consultation with Professional Leader through actively recruiting and developing staff to meet identified service needs  
• Supports Service Clinical Directors in business planning in collaboration with other Clinical Leaders  
• Works collaboratively with other Clinical Leaders to facilitate effective interdisciplinary working |
<table>
<thead>
<tr>
<th><strong>People/Team leadership</strong></th>
<th><strong>Continuing Professional Development</strong></th>
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<tbody>
<tr>
<td>- Works collaboratively with (PT / OT / SLT / DIET / SW). Professional Leader to implement strategies in accordance with professional direction</td>
<td>- In partnership fulfils own responsibilities for professional development and performance review</td>
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<td></td>
<td>- Ensures own compliance with professional body requirements is maintained</td>
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<td></td>
<td>- Maintains a current annual practicing certificate without conditions on scope of practice as applicable for the profession</td>
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<tr>
<td></td>
<td>- Meets obligations of professional requirements including peer review, supervision and CPD</td>
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<td>- Leads, motivates, nurtures and manages the team ensuring the service provided is evidence informed and demonstrates the delivery of effective outcomes</td>
<td>- Identifies recruitment and retention strategies in collaboration with Professional Leader and SCD to minimise staff turnover</td>
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<tr>
<td>- Works with Practice Supervisors, and staff to ensure service delivery requirements are met in collaboration with key stakeholders</td>
<td>- Manages staff performance and provides quality assurance</td>
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<tr>
<td>- Recruits staff taking into account the skill mix analysis and fit for the discipline and service</td>
<td>- Ensures appropriate rostering and business continuity processes</td>
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<td>- All team members have annual performance appraisals with documented performance and professional objectives</td>
<td>- Fosters a culture of learning within the team and ensures adequate learning opportunities, both theoretical and practical (formal and informal) for all team members aligned to their career goals and service needs</td>
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<tr>
<td>- Demonstrates effective team work, and models a culture in accordance with ADHB values</td>
<td>- Ensures a continuing education programme is in place and staff are fully engaged in accordance with professional requirements</td>
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<td>- Builds collaborative relationships within the team, service, and directorates</td>
<td>- Ensures staff meet professional requirements required by professional/regulatory authority</td>
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<tr>
<td>- Ensures comprehensive induction and orientation processes are in place for new staff</td>
<td>- Manages staff health monitoring sick leave and workplace stressors including but not limited to fatigue, rostering practices and bullying</td>
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<tr>
<td>- Identifies recruitment and retention strategies in collaboration with Professional Leader and SCD to minimise staff turnover</td>
<td>- Actively focus on succession planning, creating leadership opportunities and development in (discipline specific) staff, delegating leadership responsibilities when appropriate</td>
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| Quality, safety, and practice improvement | • Maintains competence and works within clinical scope of practice in accordance with professional standards and codes of ethics  
• Actively seek and engage in professional development, mentoring and supervision, both to support clinical practice and leadership skills  
• Staff are involved in quality activities and should identify areas of improvement  
• Staff are familiar with and apply the appropriate organisational and divisional policies and procedures.  
• Leads the quality culture of the team by contributing to clinical pathways, outcome measurements and clinical audit  
• Leads policy development and practice improvement initiatives coordinated with the Service Clinical Director, Clinical Leaders and Professional Leaders  
• Identifies barriers and solutions to access for patients  
• Facilitates a clinical governance culture within the team aligned to ADHB values including: (a) identifying issues which may impact upon safety and quality of patient care delivery, (b) managing these at team level, and where appropriate, (c) referring these to relevant clinical review processes  
• Collaboratively establishes a set of key performance indicators relevant for (PT / OT / SLT / DIET / SW) and ensures that processes are in place to monitor and audit against agreed KPI's reporting against KPIs every month  
• Actively encourages staff to identify opportunities for improvement and fosters a culture of critical appraisal  
• Leads and participates in research and clinical audit activities to build knowledge and expertise, and develops an annual research plan for the (PT / OT / SLT / DIET / SW)  
• Responds to complaints as notified and coordinated through the ADHB Complaints Management processes  
• Contributes to case reviews as required by services and directorates  
• Demonstrates a high commitment to quality and health and safety  
• Identifies situations of organisational risk and puts plans in place to manage risk in collaboration with Service Clinical director and Professional Leader  

| Health and Safety accountability | Every staff member within ADHB is responsible for ensuring health and safety in the workplace. |
- Engage in H&S activities
- Identify areas for corrective actions
- Be familiar and comply with H&S legislation, standards and policies

**Clinical Performance**

- Maintains a clinical caseload within clinical scope of practice as agreed with the Service Clinical Director
- Demonstrates sound clinical reasoning and professional judgment at the level of a senior/advanced practitioner within the area of practice
- Demonstrates an ability to make sound clinical judgments in complex situations with a heightened level of knowledge and critical thinking
- Acts as a mentor and coach for staff supporting clinical reasoning and practice
- Provides clinical leadership in the development of clinical pathways and protocols
- Leads and models effective patient engagement, intervention planning and patient outcomes into clinical practice
- Applies astute clinical reasoning and Models reflective practice

**Other Duties**

- Undertake other duties as reasonably requested by the Service Clinical Director in consultation with (PT / OT / SLT / DIET / SW) Professional Leader from time to time.

**Matters Which Must Be Referred To (Insert Title Here)**

**Authorities:**

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<tr>
<th>FTE</th>
<th>Budget Accountability (if applicable):</th>
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<tr>
<td>TBC</td>
<td>$ TBC</td>
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**Direct Reports:** TBC
### Relationships

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<tr>
<th>External</th>
<th>Internal</th>
<th>Committees/Groups</th>
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</table>
| - Relevant Regulatory body  
- Relevant Professional body  
- General Practitioners  
- Community Social Service /Health and other relevant service providers | - Patients  
- Chief Health Professions Officer  
- Allied Health Director  
- Relevant Professional Leader  
- Other Allied health professionals both within CSS and in other Directorates.  
- Clinical Leaders of other relevant services  
- Finance Manager, Clinical Support  
- Human Resources Manager, Clinical Support Project Manager, Clinical Support  
- Service Clinical Directors  
- Duty Manager, Clinical Support  
- Medical staff  
- Business Intelligence | - Directorate Clinical Governance  
- Education & Prof Development Committee  
- Health and Safety Committee  
- Quality Groups  
- Consumer Liaison Committee |

### Person Specification

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<tr>
<th>Education Qualifications</th>
<th>Essential</th>
<th>Desired</th>
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| Professional | - A recognised tertiary Allied Health qualification – profession specific  
- New Zealand registration and current annual practising certificate  
- Working towards relevant clinical post graduate certificate / diploma (PG Dip) or equivalent | - Working towards or completed relevant clinical Post Graduate/Master’s degree or equivalent  
- Appropriate supervision training  
- Clinical leadership training  
- Membership of professional association and/or college |

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<tr>
<th>Experience/Knowledge</th>
<th>Essential</th>
<th>Desired</th>
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| - Proven clinical leadership within the discipline specific area  
- Demonstrated ability to work at an advanced clinical level in a health environment  
- Ability to lead and manage change effectively  
- Clear understanding of current developments in the provision of services (evidenced based practice)  
- Proven leadership skills of a | - Experience of leading discipline in a specific clinical area  
- Proven supervision skills to an advanced level  
- Experience leading clinical research, audit and evaluation  
- Experience in project management |
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<tr>
<th><strong>Critical Competencies</strong></th>
<th><strong>Description</strong></th>
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| **People / Team Leadership** | - Actively listens to staff and provides constructive feedback  
- Actively recognises the contributions of others  
- Clearly communicates with staff and supports a working culture which is supportive and positive  
- Builds an innovative and supportive team environment through listening, and being flexible within organisation guidelines  
- Actively implements induction, orientation and retention strategies which are in line with organisation-wide objectives  
- Acts as a role model and inspires respect  
- Teaches, motivates, coaches and develops others  
- Uses positive influencing and negotiating skills effectively  
- Uses emotional intelligence in decision making  
- Upholds the ADHB values in all aspects of the role |
| **Personal and professional credibility** | - To be credible to ADHB stakeholders, staff and patients / clients  
- Ability to maintain effective relationships with key people internal and external to ADHB  
- Ability to deliver advanced clinical results and establish a reliable track record |
| **Clinical/operational performance** | - Demonstrated ability to advocate and promote the profession and professional practice  
- Manages own and others workload / flow and conflicting demands, identifies and addresses barriers and appropriately manages changing priorities  
- Ability to demonstrate and foster in others: e.g. autonomy, initiative, creativity, and flexibility within a team  
- Ability to critically review own performance and continually improve service delivery across the team  
- Ability to work with equilibrium under pressure and effectively assess their own (and team members) stress levels and identify coping strategies  
- Up to date knowledge of clinical and professional trends  
- Ability to operationalize the ADHB vision and values and facilitate change  
- Encourages a high standard of clinical practice within the team by setting the example  
- Understands the importance of patient care processes and systems and actively seeks improvements to meet patient need  
- Encourages staff to continually seek care improvements  
- Equitably balances the pressures of clinical care with resource management |
| **Availability and Business Objectives** | • Able to practice clinically at an advanced level  
| | • Able to support, mentor and provide clinical supervision for clinical staff |
| **Change Management** | • Contributes to agreed service and organisation-wide change management projects by coaching staff, championing issues and providing feedback to Clinical Director/Service Clinical director on implementation  
| | • Supports staff in undertaking new challenges and initiatives |
| **Values Diversity** | • Understands significance of Treaty of Waitangi  
| | • Displays cultural responsiveness  
| | • Appreciates insights, values and ideas of all individuals and works effectively with these differences |
| **Financial/Business Management** | • Ability to implement service delivery plans and achieve service objectives within the strategic guidelines and allocated FTE/Budget  
| | • Encourage and support staff in developing new business case initiatives  
| | • Able to do Business/service reporting as required from the |
| **Communication and Interpersonal Skills** | • Good writing skills and verbal communication skills  
| | • Clearly communicates plans and expectations to staff |
WORKING FOR ADHB – EXPECTATIONS OF EMPLOYEES

CITIZENSHIP
All employees are expected to contribute to the innovation and improvement of Auckland District Health Board as an organisation. This means:

- Using resources responsibly
- Models ADHB values in all interactions
- Maintaining standards of ethical behaviour and practice
- Meeting ADHB’s performance standards
- Participating in organisation development and performance improvement initiatives
- Helping to develop and maintain Māori capability in ADHB, including developing our understanding of the Treaty of Waitangi and ways in which it applies in our work
- Raising and addressing issues of concern promptly

THE EMPLOYER AND EMPLOYEE RELATIONSHIP
We have a shared responsibility for maintaining good employer/employee relationships. This means:

- Acting to ensure a safe and healthy working environment at all times
- Focusing our best efforts on achieving ADHB’s objectives

A performance agreement will be reached between the employee and their direct manager and/or professional leader containing specific expectations.

CONSUMER/CUSTOMER/STAKEHOLDER COMMITMENT
All employees are responsible for striving to continuously improve service quality and performance. This means:

- Taking the initiative to meet the needs of the consumer/customer/stakeholder
- Addressing our obligations under the Treaty of Waitangi
- Involving the consumer/customer/stakeholder in defining expectations around the nature of the services to be delivered and the timeframe
- Keeping the consumer/stakeholder informed of progress
- Following through on actions and queries
- Following up with the consumer/customer/stakeholder on their satisfaction with the services

PROFESSIONAL DEVELOPMENT
As the business of ADHB develops, the responsibilities and functions of positions may change. All staff are expected to contribute and adapt to change by:

- Undertaking professional development
- Applying skills to a number of long and short term projects across different parts of the organisation
- Undertaking such development opportunities as ADHB may reasonably require