POSITION DESCRIPTION

Service Manager
GENERAL MEDICINE
This role is considered a non-core children’s worker and will be subject to safety checking as part of the Vulnerable Children Act 2014

Position Holder's Name: .................................................................

Position Holder's Signature: ..........................................................

Manager/Supervisor's Name: Brad Healey, General Manager
Emergency Department, Medicine & Integrated Care

Manager/Supervisor's Signature: .....................................................
Our Strategic Goal

*We care about achieving health equity for our community.*

Together, the Counties Manukau health system will work with others to achieve equity in key health indicators for Māori, Pacific and communities with health disparities by 2020.

We will measure the impact we have on healthy life years every year. This is our commitment to act and be deliberate in our choices and priorities.

This means that people will live longer healthier lives in the community.

Our Shared Values

**Kind**
Care for other people’s wellbeing.

**Excellent**
Safe, professional, always improving.

**Valuing everyone**
Make everyone feel welcome and valued.

**Together**
Include everyone as part of the team.
PURPOSE OF THE POSITION

The Service Manager General Medicine has three primary accountabilities:

1. To provide managerial leadership to General Medicine & Rheumatology services in partnership with the Clinical Heads and Clinical Nurse Director.

2. To contribute to the future development of the General Medicine & Rheumatology Services.

Key responsibilities will include:

- As a member of the General Medicine & Rheumatology and Medicine Management Teams, the Service Manager will contribute to the development of the Service’s direction and business plans and provide leadership, direction and management for General Medicine and Rheumatology.

- Monitoring the financial and non-financial performance and resource utilisation of General Medicine & Rheumatology with a constant focus on improvement and optimisation.

- Ensuring a highly effective performing team by supporting the performance of individuals and team with General Medicine & Rheumatology services.

- Providing leadership through a partnership model for the professional, clinical and performance development of medical, nursing and support staff.

- Coordinating the development of high quality improvement initiatives within General Medicine & Rheumatology.

- Ensuring highest standards of clinical and patient care delivery through a partnership model with the Clinical Head, Clinical Nurse Director and the General Medicine & Rheumatology Charge Nurses & Team Leaders.

- Promoting and environment where patient/whaanau care is delivered in a seamless and consistent manner through flexibility and co-operation of staff and resources across all clinical/non-clinical areas.

- Ensuring that critical success indicators are widely understood, adhered to and achieved with regular on-going review and evaluation.

- Ensuring General Medicine & Rheumatology operates consistently in accordance with the financial performance indicators and measures established.

- In collaboration with the Service Manager Cardiology & Production Planning, assist the further development of production planning capability in General Medicine & Rheumatology.
• Ensuring that the values of Counties Manukau Health are embedded into the clinical environment using coaching and mentoring techniques to support staff in the delivery of excellence in clinical care.

PLACE IN THE ORGANISATION

*Insert the relevant organisational structure*
## NATURE AND SCOPE OF RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Key Accountabilities</th>
<th>Standards / Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Medicine &amp; Rheumatology</td>
<td>• Lead all staff ensuring clear communication of CM Health values, vision, priorities and expectations to ensure the engagement of teams to deliver services of the highest quality.</td>
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<tr>
<td></td>
<td>• Appropriate business plans are developed and delivered within budget, that are aligned to Annual and Strategic Plan objectives, national health targets, operational plans and contracts and other key requirements.</td>
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<td></td>
<td>• Exercise delegated authority and provide leadership to resolve day to day operational issues within the services.</td>
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<td>• Ensure sufficient data is available within the services to monitor and track performance to satisfy reporting requirements and that remedial action is taken to resolve performance issues.</td>
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<td>• Ensure the division delivers patient- whaanau centric services that are safe, efficient, innovative and clinically effective systems and processes.</td>
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<td>• Maintain a service culture throughout the services which is consistent with CM Health’s values.</td>
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<td>• Lead change and innovation to promote service sustainability and financial viability.</td>
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<td>• Identify risks and implement appropriate mitigations and/or escalate in a timely manner.</td>
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<td>• Ensure regular and ad hoc reports are timely, accurate, comprehensive and of an audience-appropriate standard. Business cases, proposals, decisions and initiatives are underpinned by robust analysis, financial prudence and clear strategic intent.</td>
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<tr>
<td></td>
<td>• Develop, implement, maintain and review systems and controls that are effective in ensuring compliance with legislation, organisational policy and procedure, financial constraints and delegations.</td>
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<td>• Foster a safe and health workplace for all staff.</td>
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<tr>
<td>Risk and Governance</td>
<td>• Maintain appropriate, robust quality and risk management capability and framework.</td>
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<td></td>
<td>• Develop and manage the implementation of systems, control processes, and risk management arrangements to support monitoring of compliance with clinical governance standards, organisational policy and processes, best practice and legislation.</td>
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<td>• Ensure/oversee the investigation and resolution of complaints in a timely and appropriate manner, in line with organisational policy and service delivery values and priorities.</td>
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<td>• Support root cause analyses and trend analyses of all complaints and adverse incidents.</td>
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<tr>
<td>Staff Management</td>
<td>• Recruit and retain staff with a focus on developing high-performance individuals and teams. Ensure long-term service needs are appropriately planned for (staffing levels and skill mix)</td>
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<td>• Ensure all staff are clear on their role and deliverables, and those of their colleagues. Staff are held accountable for delivering organisational objectives.</td>
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<td>• Develop, implement and lead processes for communication, constructive debate, conflict resolution, identification of innovation and improvement opportunities, and a culture of joint problem-solving and collaboration.</td>
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<td></td>
<td>• Manage fluctuating demand within existing resource through reallocation, enhanced</td>
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<td>Key Accountabilities</td>
<td>Standards / Achievements</td>
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<tr>
<td>Planning and improvement initiatives.</td>
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<tr>
<td>• Ensure compliance with HR and OH&amp;S policies, guidelines and processes.</td>
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<tr>
<td>Financial Management</td>
<td>• Ensure financial delegations are met and that all staff work within defined budget parameters and that they comply with delegated authorities and financial policies and processes.</td>
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<td>• Lead the team to ensure physical, people and financial resources remain within budget parameters.</td>
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<td>• Lead reporting on budget position across the services to enable and ensure internal and external financial and contract targets are achieved, including the maximisation of income opportunities and the delivery of efficiency savings.</td>
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<td></td>
<td>• Deliver a surplus or break-even budget across services.</td>
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<td>• Actively participate in the annual financial planning processes including annual budgets and capital prioritisation.</td>
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<tr>
<td>Future Development of General Medicine &amp; Rheumatology Services</td>
<td>• Work with colleagues internal and external to General Medicine &amp; Rheumatology to identify new opportunities to assist in the management of acute demand.</td>
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<td></td>
<td>• Ensure General Medicine &amp; Rheumatology supports the delivery of the organisation’s strategy and the hospital’s requirements.</td>
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<tr>
<td>Production Planning</td>
<td>• Work with the Divisional Business Manager and Service Manager Cardiology &amp; Production Planning to identify opportunities to expand production planning across General Medicine &amp; Rheumatology services.</td>
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<tr>
<td>Commitment to the principles of Treaty of Waitangi</td>
<td>• Respect, sensitivity and cultural awareness is evident in interpersonal relationships.</td>
</tr>
<tr>
<td>Honouring Diversity</td>
<td>• Our differences are acknowledged by</td>
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**Position description: Counties Manukau Health**
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<tr>
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<td>respecting spiritual beliefs, cultural practices and lifestyle choices.</td>
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<tr>
<td><strong>Utilise Information Technology</strong></td>
<td>• Demonstrate an ability to access and use available clinical information systems.</td>
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<td>• Be conversant with applications required for specific discipline/role.</td>
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<td></td>
<td>• Maintain own professional development by attending relevant IT educational programmes.</td>
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<tr>
<td><strong>Cultural Safety &amp; Diversity</strong></td>
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<td><strong>Commitment to the principles of Treaty of Waitangi</strong></td>
<td>• Respect, sensitivity, cultural awareness is evident in interpersonal relationships.</td>
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<td><strong>Honouring Diversity</strong></td>
<td>• Our differences are acknowledged by respecting spiritual beliefs, cultural practices and lifestyle choices.</td>
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<tr>
<td><strong>Utilise Information Technology</strong></td>
<td>• Demonstrate an ability to access and use available clinical information systems.</td>
</tr>
<tr>
<td></td>
<td>• Is conversant with applications required for specific discipline/role. For example, i.PM, Concerto, Outlook, etc.</td>
</tr>
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<td></td>
<td>• Maintains own professional development by attending relevant IT educational programmes.</td>
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</table>
COMMUNICATION AND INTERPERSONAL SKILLS

Will be required to interact on a regular basis with a range of Counties Manukau Health staff members including:

- Service Managers, Clinical Nurse Directors, Clinical Heads, Clinical Directors, Directors of Nursing and Allied Health, General Managers, Director of Hospital Services, Chief Medical Officer, Chief Executive, Finance & Business Manager, ELT, Maori and Pacific Health Teams, Ko Awatea, Strategic Project Management office.

Externally there will be contact with:

- General Managers Localities
- Patients and their Whanau
- Suppliers
- Other DHBs

Situations may often call for tact, diplomacy and will require information to be handled in a discreet and sensitive manner.

In conflict situations will be required to exercise sound judgement, negotiation and persuasiveness skills, toward facilitating a workable outcome.

PROBLEM COMPLEXITY

You will be regularly challenged by a wide range of conflicting demands and priorities. There will be a requirement to be able to prioritise issues and negotiate time frames, while still providing a quality customer service.

The range of problems will be diverse and require solutions customised to meet the circumstances of the client. Therefore opportunities will arise to provide innovative options to the client based on proven outcomes.

There will be demands to meet deadlines, maintain accuracy and quality of information. Failure to do so could have a significant financial and/or reputational impact on the organisation.

You will refer to General Manager, Emergency Department, Medicine & Integrated Care and Clinical Heads/Directors and other General Managers (as may be appropriate) for advice or second opinion.
SCOPe FOR ACTION

You are empowered to make decisions or recommendations relating to General Medicine & Rheumatology within delegated authority limits. You are encouraged to use initiative and problem solving skills to develop innovative approaches to issues.

Discretion is required to be exercised in releasing confidential information to the appropriate parties.

Matters which must be referred to either the General Manager Emergency Department, Medicine and Integrated Care:

- Significant financial issues
- Significant human resources issues
- Significant quality or safety issues
- Significant legal issues
- Serious clinical standards failure
- Any emerging factors that could prevent achievement of agreed objectives
- Any emerging factors that could prevent delivery within agreed budget
- Any matter that may affect the reputation of the services or organisation

DIMENSION OF THE POSITION

You will be responsible to the General Manager Emergency Department, Medicine and Integrated Care for the achievement of agreed objectives and operates within the confines of Counties Manukau Health.

POSITIONS REPORTING IN THIS ROLE (numbers)

Directly (numbers)

Indirectly (numbers): ............................................. (I.e. who will you give tasks to?)

PERSON SPECIFICATIONS (requirements for the role)

<table>
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<tr>
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<th>Minimum</th>
<th>Preferred</th>
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<tbody>
<tr>
<td>Qualifications</td>
<td>• Relevant tertiary qualification clinical or business</td>
<td>• Health Services Management</td>
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<td></td>
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<td>• Clinical qualification</td>
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<tr>
<td>Experience (including years)</td>
<td>• 5 years’ experience delivering effective healthcare services as a manager in a large,</td>
<td>• Previous management experience in a General Medicine &amp; Rheumatology environment</td>
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</tbody>
</table>
multifaceted healthcare environment including staff management, financial management and change management.

- Experience developing a culture of innovation, performance, transparency and customer-centric service.

- Experience in delivering sustainable system and process performance improvement.

- Experience in delivering change and performance with and through teams, by engaging them in the directions and delivery of plans, establishing clear work priorities, delegating effectively, ensuring capability to deliver, monitoring performance, and providing timely, regular feedback.

- Strong track record of managing complexity and risk whilst maintaining high standards of service delivery.

- Operational and capacity planning experience.

- Experience managing wide-ranging stakeholders.

- Project management experience.

**Skills/Knowledge/Behaviour**

- Sound knowledge of the Treaty of Waitangi with a commitment to biculturalism.

- Ability to manage conflict.

- Understanding of the NZ health and political sectors.

- Participation in management teams, involving planning, organisation and business development.
- Consultative leadership style.
- Strong business acumen, seeing both short and long-term impacts of decision making.
- Strong verbal and numerical reasoning capability.
- Accepting of new ideas, assimilates new information, and application of this knowledge.
- Ability to work effectively with others (internally and externally) to accomplish organisational goals and objectives.
- Knowledge of quality management principles and improvement practices.

<table>
<thead>
<tr>
<th>Personal Qualities</th>
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<tr>
<td>- Sets and operates within the highest ethical and professional standards.</td>
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<td>- Shows sensitivity to cultural complexity in the workforce and patient population</td>
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<tr>
<td>- Ability to build strong effective teams and networks</td>
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HEALTH AND SAFETY ACCOUNTABILITIES (Management roles)
Health and Safety (H&S) is a key accountability of all Counties Manukau Health (CM Health) staff.

All CM Health Managers are responsible to:

### Zero harm
- Engage in safe workplace practices and manage the health and safety of your employees and other people in the workplace
- Engage in safe work practices
- Ensure all Incidents involving staff are reported, investigated and any corrective actions are completed and closed off when completed in the Incident reporting system in line with CM Health Policies and Procedures
- Ensure all corrective activities are completed and controls are reviewed after incidents
- Ensure all staff are Inducted/Oriented to the division/service/work area and recorded in the OneStaff database and participate in Occupational Health and Safety matters

### Risk management
- Manage all hazards, risks and incidents in the workplace by identifying, evaluating, reporting and controlling them effectively by maintaining a Hazard and Risk Register that is reviewed and kept up to date on an ongoing basis
- Stop work where there is an immediate risk of serious harm and escalate to the appropriate manager
- Maintain Occupational Health of employees due to workplace hazardous exposures

### Safety Management System Requirements
- Ensure you and the employees understand and follow CM Health’s Occupational Health and Safety policies and Health and Safety regulations, what your responsibilities are under the policies and implement these requirements effectively into your work area
- Manage the work area’s risk profile and how these relate to the corporate risk profile and implement and resource mitigation controls
- Engage your employees to participate in Occupational Health and Safety matter.

### Work safely
- Report for duty in a fit state, free from the influence of alcohol or other drugs
- Provide and wear the necessary Personal Protective Equipment for yourself and your staff when undertaking specific activities, or when in nominated areas
- Ensure procedures are in place for clinical and plant equipment to be operated safely
- Participate in relevant safety training, manage and maintain safety related competencies for yourself and your employees
- Be in possession of required and current Certificates of Competency (If relevant to your position)
HEALTH AND SAFETY ACCOUNTABILITIES (non-management roles)
Health and Safety (H&S) is a key accountability of all Counties Manukau Health (CM Health) staff.

All CM Health Employees are responsible to:

<table>
<thead>
<tr>
<th>Category</th>
<th>Accountability</th>
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<tbody>
<tr>
<td><strong>Zero Harm</strong></td>
<td>• Engage in safe workplace practices and take care of the health and safety of themselves, other employees and people in the workplace</td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td>• Identify, evaluate and report all hazards and incidents they are aware of in the workplace</td>
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<td>• Adhere to apply risk controls, identified in risk assessments, such as ‘Safe Operating Procedures’</td>
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<td>• Follow safety instructions</td>
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<td></td>
<td>• Stop work when there is an immediate risk of serious harm and notify the appropriate manager</td>
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<tr>
<td></td>
<td>• Ensure nothing they do or don’t do will cause harm to themselves or others</td>
</tr>
<tr>
<td><strong>Safety Management</strong></td>
<td>• Understand and follow CM Health’s Occupational Health and Safety policies, Health and Safety regulations, and personal responsibilities as outlined by these policies</td>
</tr>
<tr>
<td><strong>System Requirements</strong></td>
<td>• Follow all Occupational Health and Safety policies and procedures</td>
</tr>
<tr>
<td><strong>Work Safely</strong></td>
<td>• Report for duty in a fit state, free from the influence of alcohol or other drugs</td>
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<td>• Participate in consultation activities regarding matters affecting your health, safety and wellbeing</td>
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<td>• Wear the required Personal Protective Equipment when undertaking specific activities, or when in nominated areas</td>
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<td>• Operate clinical or plant equipment safely</td>
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<td>• Participate in relevant safety training, and maintain safety related competencies</td>
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<td>• If relevant to your position, be in possession of required and current Certificates of Competency</td>
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