Date: June 2015  (Review June 2016)

Job Title : Clinical Director – Otorhinolaryngology (ORL)

Service : ORL, Surgical & Ambulatory Services

Location : Waitemata District Health Board

Management Report : General Manager Surgical and Ambulatory Services

Professional Report : Chief of Surgery for:
- the professional matters in the service, monitoring of professional standards, support of practice safety and direction of the professional medical workforce in ORL
- meeting performance objectives and implementing the department - ORL service strategy

Direct Reports (Clinical Management) : Medical Staff including SMOs, MOSS, RMO’s

Operational Partnership : Perioperative Services Manager/Operations Manager
HoD Nursing

Responsible for : Professional and Clinical Leadership – ORL Department

Functional Relationships with : Internal
Chief Medical Officer, Director of Nursing, Director of Allied Health
All WDHB Clinical Directors
All SMO Colleagues
S&AS Management Team and support staff
GM/Human Resources, Chief Financial Officer, Quality Manager, Finance Manager, HR Manager
Group Managers
Provider Group Management Team

External
HealthAlliance Chief Operating Officer
Ministry of Health
Northern Regional Alliance
Medical Council of New Zealand
Health Quality and Safety Commission
External Suppliers
Professional Service Organisations

Committee Representation : Clinical Governance Committee
Divisional Management Committees
Divisional Clinical Governance Committees
Executive Leadership Team
Theatre Governance
As required

Purpose : Providing clinical leadership to the ORL Service to ensure the healthcare workforce and the service are best able to meet the needs of patients and their families by delivery of high quality clinical practice and patient care. Clinical leadership includes working in partnership with management to determine the strategic direction of ORL, defining clinical standards and identifying systems of care that enable the workforce to deliver the
agreed services within the resources available, including:

- Financial responsibility for directly managed clinical services
- Delivery of performance targets in ORL
- Development and implementation of systems and processes to ensure staff deliver on the ORL service plan which is aligned with the SAS service plan and deliverables
- Ensure innovations and developments identified by specialties and supported by S&AS are brought to the attention of the GM and Operations Manager
- Work with other Clinical Directors, Clinical Leads and Operation Managers to ensure provision of WDHB clinical services, education and research.

The implementation of the agreed systems and the appropriate allocation of budget is the responsibility of the manager in partnership with and supporting the Clinical Director.

<table>
<thead>
<tr>
<th>Key Responsibility</th>
<th>Measurable Outcomes</th>
</tr>
</thead>
</table>
| **Clinical Leadership – provides leadership to all strategic and annual planning processes to ensure a sustainable clinical direction for the service that strives to balance the needs of the healthcare workforce, the patient and their family, community and Iwi** | • In partnership with the Operations Manager develop a five year strategic plan and annual plan for ORL. This plan will then be agreed with the General Manager.
• Communicates and advocates WDHB’s strategy, values and priorities both internally and externally, through effective engagement with stakeholders and participation strategies for staff.
• Provides professional leadership, direction and mentoring of staff including management of the SMOs and their development in the clinical and professional role
• Contributes to the relevant clinical management governance partnerships to ensure WDHB’s vision and strategies are implemented.
• Lead and coordinate the development of the ORL unit with the Operations Manager both strategically and professionally across WDHB, including primary care, fostering excellence in practice standards and professional conduct of all staff.
• Encourages clinical staff to participate in the development of service strategies and key decisions.
• Articulates the direction and goals of the service and ensure that these are reflected in team and individual goals.
• Role models a patient/consumer centred approach.
• Provides advice and recommendations on the overall service development and direction of the Service as part of the S&AS management team.
• Actively builds succession plans and supports leadership and management in senior teams by annual professional reviews.
• Actively support clinicians to identify both new opportunities for the service but also for changing the way in which services are provided or discontinuing services that are not appropriate.
• With the Operations Manager, investigate major clinical incidents and recommend and/or implement (as
<table>
<thead>
<tr>
<th>Clinical Director – ORL Department</th>
<th>Surgical and Ambulatory Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position Description</strong></td>
<td><strong>Waitemata District Health Board</strong></td>
</tr>
</tbody>
</table>

**Ensures the healthcare workforce are enabled to deliver effective clinical care and Quality Improvement by meeting their own professional standards of practice**

- Ensures the service works effectively with other services to enhance the patient outcomes before and after discharge.
- Develops processes that enable clinical staff to work effectively in multi-disciplinary teams.
- Develop, implement and evaluate medical policies, procedures and standards to build an environment of excellence in clinical services.
- Ensure KPI's and Clinical indicators are met.
- Be accountable for managing risk, continuous quality improvement activities and initiatives within the service, and encourages staff innovation.
- Communicates service performance in relation to quality to all staff within the service.
- Ensures that all SMO’s are credentialed on appointment and this remains current.
- Work with the S&AS Management Team and be responsible for clinical governance, patient quality and safety and the improving patient experience ensure outcomes are evaluated
- Supports continuing education and appropriate research activities.

**Service Delivery & Development**

- Works in partnership with the General Manager and Operations Manager to be accountable for the delivery of all agreed outputs for the Department ORL and for delivery against Health Targets, Statement of Intent and the Service Quality and Business Plan.
- Supports the development of integrated services.
- Develops, advocates for and leads service initiatives and planning in order to improve effectiveness of the service.
- Ensures the service achieves production targets consistent with relevant Australasian benchmarks.
- Works in partnership with the GM, Operations Manager and senior management to implement innovation and improvements in services and models of care.
- Ensures that clinical staff are involved in the designs and development of services.
- Actively cultivates a population and health perspective in the service, to achieve best population health outcomes possible within available resources.
- Strategies are developed to support the DHB’s initiatives to improve health outcomes for Maori.

**Workforce Planning and Development**

- Develops plans and strategies for ensuring the capability and capacity of the service workforce.
- Ensures that the service meets contractual requirements in relation to training for RMOs and the quality of the training enables the service to attract and retain RMOs.
- Ensure that workforce plans reflect models of care and service requirements, address supply, role development, retention and professional development.
- Staff attraction and retention plans are in place.

**Financial Management**

- Works with the General Manager and Operations Manager to ensure the service is financially viable and optimises available resources to deliver quality patient
care and outcomes aligned with meeting all Health Targets

- Advises on the sustainable and appropriate level of resourcing required to ensure a quality of care.
- Provides input into budget and capex planning.
- Identifies variances in volumes and costs early and ensures appropriate action is in place to control or remedy.

### Quality Management

- Ensure that the Department of ORL SMO’s are accountable for continuously improving workforce quality and optimizing standards of care by creating an environment in which excellence in clinical care can flourish.

### Risk Management

- Ensures that risk is minimised in the service, through effective identification, audit and risk management planning.
- Ensures that the service/s meet WDHB’s health and safety and emergency management requirements.

### To recognise Individual Responsibility for Workplace Health and Safety under the Health and Safety in Employment Act 1992

- That you have read and understood the WDHB H&S policies & relevant procedures and apply these to work activities.
- Identify, report and self manage hazards where appropriate.
- Identify Health & Safety reps in your work area.

Include key responsibilities on:

**Teaching Responsibilities, Education, Training and Research**

- Ensures the service is aligned with the strategic direction of Health Campus
- Responsible for ongoing departmental education programme, such as, grand rounds, journal clubs and other activities for ongoing professional development
- Works with SMOs to provide a supportive training environment for RMO’s
- The service meets the requirements to enable training to be undertaken as required by relevant professional colleges and organisations
- With the Operations Manager, ensures reporting requirements for RMO staff are met (NRA)
- Encourages and promotes research activity

**VERIFICATION:**

Employee: __________________________________________

Head of Division: ______________________________________

Date: ________________________________________________
PERSON SPECIFICATION

POSITION TITLE: Clinical Director – ORL Department

<table>
<thead>
<tr>
<th>Minimum</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td></td>
</tr>
<tr>
<td>Registration with Medical Council of New Zealand.</td>
<td>Registered or eligible to be registered as a specialist</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td></td>
</tr>
<tr>
<td>Minimum 5 years recent clinical experience</td>
<td>Experience of mentoring, supervision and professional leadership</td>
</tr>
<tr>
<td>Proven experience in a leadership role, which will have included leading change, strategic planning and policy development.</td>
<td>Knowledge and understanding of health legislation</td>
</tr>
<tr>
<td>Excellent interpersonal skill and ability to facilitate effective workplace change and innovation</td>
<td>Role model with proven track record as a professional leader and ability to influence strategically</td>
</tr>
<tr>
<td>Proven financial management experience</td>
<td></td>
</tr>
<tr>
<td>An established understand of health service and service delivery objective including patient safety</td>
<td></td>
</tr>
<tr>
<td>A record of achievement in delivering service in accordance with the stated performance objectives of a health service</td>
<td></td>
</tr>
<tr>
<td>Capacity to work with stakeholders including patients, the board, government, staff and the community to ensure the continued delivery of safe and high quality services</td>
<td></td>
</tr>
<tr>
<td>Demonstrated ability to promote significant research/teaching program</td>
<td></td>
</tr>
<tr>
<td>Demonstrated experience and ability in strategic and operational planning</td>
<td></td>
</tr>
<tr>
<td><strong>Skills / Knowledge / Behaviour</strong></td>
<td></td>
</tr>
<tr>
<td>Demonstrated experience in getting results by working in partnership, within the organisation and/or with a wide range of other agencies and individuals over whom they have no formal authority</td>
<td>Understanding of and commitment to the Treaty of Waitangi, demonstrating ability to enact theirs in practice</td>
</tr>
<tr>
<td>Experienced in influencing relationships which are critical to achieving change in terms of service improvement</td>
<td>Demonstrated use of initiative, with confident skills in negotiation and consultation</td>
</tr>
<tr>
<td>Evidence that the person employs a range of influencing strategies – ones that will work for the long term and bring about change in modernising the health service</td>
<td></td>
</tr>
<tr>
<td>A credible role model; recognised as a</td>
<td></td>
</tr>
</tbody>
</table>
professional leader of influence. Influences strategically.

- Evidence of maintenance of contemporary knowledge and application of a leadership role to enhance practice
- Excellent communicator, highly articulate and excellent listening skills
- Understand and is sensitive to diverse viewpoints
- Self-directed and able to achieve significantly. Is able to cope with ambiguity as organisations continue to change role and shape, and the agenda for change in health gathers pace
- Manages personal and team stress effectively
- Upholds confidentiality with a reputation for integrity and discretion
- Ability to work well in a team, enhancing the capability and contribution of the team; reputation for striving to create the conditions for successful working partnerships
- Ability to effectively share clinical knowledge with others and help transform practice

Vision and Strategic Capability
- Clinical Leadership
- Leadership Accountability
- Management Skills
- Project Management Skills
- Flexibility
- Champions Teamwork
- Excellent Communication Skills
Behavioural Competencies

Adheres to Waitemata District Health Boards 4 Organisational Values of:

1. **“everyone matters”**
   - Every single person matters, whether a patient/client, family member or a staff member.

2. **“with compassion”**
   - We see our work in health as a vocation and more than a job. We are aware of the suffering of those entrusted to our care. We are driven by a desire to relieve that suffering. This philosophy drives our caring approach and means we will strive to do everything we can to relieve suffering and promote wellness.
   - We need to be connected with our community. We need to be connected within our organisation – across disciplines and teams. This is to ensure care is seamless and integrated to achieve the best possible health outcomes for our patients/clients and their families.
   - We seek continuous improvement in everything we do. We will become the national leader in health care delivery.

<table>
<thead>
<tr>
<th>Behavioural Competencies</th>
<th>Behaviour Demonstrated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicates and Works Co-operatively</td>
<td>• Actively looks for ways to collaborate with and assist others to improve the experience of the healthcare workforce, patients &amp; their families and the community &amp; Iwi.</td>
</tr>
<tr>
<td>Is Committed to Learning</td>
<td>• Proactively follows up development needs and learning opportunities for oneself and direct reports.</td>
</tr>
</tbody>
</table>
| Is Transparent | • Communicates openly and engages widely across the organisation.  
• Enacts agreed decisions with integrity. |
| Is Customer Focused | • Responds to people’s needs appropriately and with effective results  
• Identifies opportunities for innovation and improvement |
| Works in Partnership to Reduce Inequality in Outcomes | • Works in a way that:  
• Demonstrates awareness of partnership obligations under the Treaty of Waitangi.  
• Shows sensitivity to cultural complexity in the workforce and patient population.  
• Ensures service provision that does not vary because of peoples’ personal characteristics. |
| Improves health | • Work practices show a concern for the promotion of health and well-being for self and others. |
| Prevents Harm | • Follows policies and guidelines designed to prevent harm.  
• Acts to ensure the safety of themselves and others. |