Operations Manager
Medicine

Date : June 2016

Job Title : Operations Manager – Medicine (General Medicine/Assessment & Diagnostic Units (ADU))

Division : Acute and Emergency Medicine

Location : WDHB Sites – primarily Waitakere Hospital (WTH) & North Shore Hospital (NSH)

Reporting To : General Manager – Acute and Emergency Medicine

Direct Reports : Charge Nurse Managers ADU
Clerical Team – WTH/NS

Direct Functional Relationships with

Clinical Director – General Medicine (WTH/NS) & Obstetric Medicine
Clinical Director – Assessment & Diagnostic Units (WTH & NS)
Medical Staff (Senior Medical Officers & Resident Medical Officers)
Clinical Nurse Director – Medical Wards
RMO Office
Head of Division – Acute and Emergency Medicine
Head of Division – Nursing and Allied Health

Functional Relationships with
Operations Managers, Specialty Medicine & Health of Older People and Acute & Emergency Medicine
Finance Manager
Intern Supervisors & Director Physician Training
Human Resource Manager / HR Advisor
Health Information Group Analyst
Waitemata Central
Planning and Funding team

External
North – Registrars & House Officers
Unions - RDA & ASMS
Medical College
MOH
External service providers (GP’s, PHO’s)

Purpose :
• To provide daily operational management to the service, with regards to human resources, effective and efficient systems and processes, and high quality service delivery to optimise patient experience and patient outcomes
• Ensure the service meets all Ministry of Health and internal targets and key performance indicators as well as Elective Services Performance Indicators
• Work in partnership with the Clinical Directors to effectively manage the demand and capacity of the service across both hospitals
• Ensure the service meets best practice standards
Our Purpose, Values and Standards

At the heart of Waitemata DHB is our promise of ‘better care for everyone’. This promise statement is the articulation of our three-fold purpose to:

1. promote wellness,
2. prevent, cure and ameliorate ill health, and
3. relieve the suffering of those entrusted to our care.

At the heart of our values is the need for all of us to reflect on the intrinsic dignity of every single person that enters our care. It is a privilege to be able to care for patients, whānau and our community, a privilege that is sometimes overlooked in our day to day work.

Our standards and behaviours serve as a reminder to us all about how we are with our patients and with each other.
# Operations Manager

**Medicine**

## Key Tasks

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<th>Key Tasks</th>
<th>Expected Outcomes</th>
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| **Medicine Service Planning & Coordination** | - Plan medicine (General/Acute/Obstetric medicine) service delivery to ensure it meets Ministry of Health and internal targets, Elective Service Performance Indicators, and diagnostic waiting times.  
- Ensure structures, systems, and processes are aligned for effective business performance.  
- Proactively monitor and manage resources and the work environment to ensure best outcomes for the service and patient, and optimise the utilisation of staff, materials, methods, procedures or costs.  
- Plan and develop the business plan and annual budget for the department.  
- Proactively manage resources to ensure best outcome for the service and patient.  
- Identify, manage, and escalate all risks to the appropriate level.  
- In partnership with the Clinical Directors of the service, recognise and integrate best practice clinical standards and procedures; manage suitable medical and clinical resources; take responsibility for the overall performance, compliance and results produced by the service and all relevant reporting. |
| **Maximise Services**                   | - Maximise the effectiveness of the service by promoting evidence based practice, responsive patient focused care, and working collaboratively with other services to ensure appropriate length of stay and timely discharge.  
- Ensure services are accessible to Waitemata patients in a fair and equitable way.  
- Maximise the services available within the constraints of contractual obligations, while ensuring the best quality care for patients. |
| **Financial Management**               | - Manage the service appropriately, efficiently, and effectively; through the management of physical and financial resources, within agreed budgeted limits, and in accordance with company policy and procedures.  
- Financial and budget objectives are achieved through regular monitoring progress. Take corrective actions where appropriate.  
- Work with the Clinical Directors and Decision Support to ensure there is ongoing analysis of productivity and unit costs.  
- Report monthly on service financial performance.  
- Together with the General Manager and in consultation with the clinical staff, set the yearly capital and operational expenditure budget. |
| **Human Resource Management**          | - Lead and develop competent, motivated, and well trained staff that is focused on providing the best possible patient care, by agreeing accountabilities and standards of performance and regularly providing feedback, taking corrective action as appropriate and acknowledging good performance through the WDHB performance management process.  
- In liaison with HR Manager, encourage opportunities for personal and professional development to occur through planned learning activities by groups and individuals to enhance service provision and the retention of valued health professionals within the organisation.  
- Manage change processes in ways which meet, and maintain over time, planned objectives for the services and the organisation.  
- In partnership with the service Clinical Director and Head of Department |
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<td>(Medical), take operational responsibility for the management of all medical staff in the services.</td>
<td>• Work closely with NoRTH to ensure junior medical staff rosters are appropriate, meet service demand and vacancies are maintained at a minimum</td>
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<td>• Engage in the yearly junior doctor position request process which is coordinated by NoRTH.</td>
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<td>• Work with medical educators &amp; clinical directors to ensure junior medical staff have an appropriate service and education experience as part of their run</td>
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<td>• Ensure timely recruitment of staff to support service delivery.</td>
<td>• Work with the Clinical Nurse Director medical wards &amp; charge nurse managers ADU to ensure effective care is provided by the clinical teams</td>
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<td>• Ensure the department/service’s and staff’s philosophy is patient focused and reflects the values of WDHB.</td>
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<td>• Ensure that staff demonstrates good interpersonal relationships in coordination of care with patients and their families.</td>
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<td>• Good relationships are evident with other departments and support personnel.</td>
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<td>• Investigate and respond to complaints proactively, within the organisation’s timeframe and policy. Establish corrective systems where required.</td>
<td>• Report to the relevant Governance forums on performance against KPI’s, complaints, Quality Improvement activity, and Projects.</td>
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<td>• Demonstrate a serious commitment to continuous improvement processes, by developing and disseminating new initiatives and ideas which support WDHB organisational strategy and enhance patient care.</td>
<td>• Ensure the service meets all statutory, regulatory and contractual obligations and complies with all WDHB policies and procedures including financial reporting, occupational health and safety and human resource policies.</td>
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<td>• Direct reports operate within appropriate authorisations and delegations according to WDHB policy.</td>
<td>• Ensure the professional and political integrity of WDHB by carrying out all functions in compliance of the Treaty of Waitangi and by demonstrating a serious commitment to keeping the treaty alive.</td>
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<td>• Show sensitivity to cultural complexity in the workforce and patient population.</td>
<td>Support WDHB H&amp;S Culture by:</td>
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<td>• Following, implementing &amp; ensuring compliance of all H&amp;S policies &amp; processes.</td>
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<td>• Planning, organising and managing H&amp;S activities directed at preventing harm &amp; promoting wellbeing in the workplace.</td>
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<td>• Ensuring a safe working environment &amp; safe working practices through the Safe Way of Working H&amp;S system.</td>
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<td>• Identifying, reporting and self-managing hazards where appropriate.</td>
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<td>• Early and accurate reporting of incidents at work.</td>
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## PERSON SPECIFICATION

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<td><strong>Qualification</strong></td>
<td>• Healthcare management qualification or comparative relevant management experience</td>
<td>• Degree or post-graduate tertiary education in health Healthcare Management or other relevant Management (Business / Finance) qualification</td>
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<td><strong>Experience</strong></td>
<td>• Experience in healthcare sector within a unit / operational management senior health professional role &lt;br&gt;• Demonstrated leadership experience &lt;br&gt;• Demonstrated experience in change management or process implementation</td>
<td>• Advanced team management ability &lt;br&gt;• Demonstrated leadership experience in a clinical setting &lt;br&gt;• Management of acute services</td>
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<td><strong>Skills</strong></td>
<td>• Demonstrated relationship building skills &lt;br&gt;• Financial analysis/budgeting skills within a medium/large organisation &lt;br&gt;• Team management skills specifically within diverse multifunctional teams &lt;br&gt;• High level facilitation and negotiation skills &lt;br&gt;• Ability to interpret and evaluate diverse and complex information &lt;br&gt;• Ability to write formal papers, discussion documents and business cases for senior management and Board &lt;br&gt;• Familiarity with elective production planning principles</td>
<td>• Ability to thrive in a complex and sometimes ambiguous environment</td>
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**VERIFICATION:**

Employee: ____________________________

Manager: ____________________________

Date: ____________________________

**Note:** This job description forms part of an individual’s contract of employment with WDHB and must be placed in the individual’s personal file.