**Operations Manager - General Surgery**  
**Surgical and Ambulatory Services**  

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**Date:**  October 2013  
(Review October 2014)

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Operations Manager – General Surgery Surgical and Ambulatory Services</th>
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</thead>
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<tr>
<td>Department</td>
<td>Surgical &amp; Ambulatory Services</td>
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<tr>
<td>Location</td>
<td>All WDHB sites, including North Shore and Waitakere Hospitals</td>
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<tr>
<td>Reports to</td>
<td>General Manager, Surgical &amp; Ambulatory Services</td>
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**Direct Reports**  
- Perioperative Nurse Coordinator General Surgery Service  
- Patient Service Centre Scheduling Clerks General Surgery Service  
- Specialty CNS General Surgery Service (Professional line to Nursing HoD)  
- PA General Surgery Service

**Operational Oversight**  
- RMOs  
- Fellows

**Internal Relationships**  
- Provider Group Management Team.  
- Surgical and Ambulatory Services Senior Management Team  
- Clinical and non-clinical staff  
- Operations Managers Provider Group  
- DoN, CMO, CFO, Director Allied Health  
- Head of Divisions – Nursing, Allied Health and Medical  
- Waitemata Planning and Funding  
- Elective Waitlist Lead  
- Special Projects and Quality Lead  
- GP Liaison  
- Clinical Board  
- Quality Team  
- Decision Support  
- Human Resources  
- healthAlliance (payroll and procurement)  
- Elective Surgery Centre

**External Relationships**  
- Waitemata District Community  
- MOH  
- Primary Health Sector  
- Primary Service Providers  
- Other DHBs

**Purpose of the Role**  
- This role will provide leadership and management in partnership with the Clinical Director of the designated operational service group. To effectively contribute as a
member of the divisional management team and to the management of Surgical and Ambulatory Service across both North Shore and Waitakere sites, in line with the business plan and the Waitemata DHB strategic direction.

The Operations Manager will also have full operational responsibility for the effective delivery of ward/unit based services, achieved by working in partnership with the clinical director along with the Medical, Nursing and Allied Head(s) of Division.

To co-ordinate and manage the service activities to ensure that the service consistently delivers high quality, cost effective care for its patients by supporting managers to deliver on unit and ward plans.

### Key Overall Expectations

- To ensure the delivery of high quality patient care and outcomes and to have robust systems to evaluate performance against health targets.

- To be responsible for the financial performance for directly managed services.

- To ensure the achievement of performance targets and indicators within the directly managed service.

- To ensure staff are appropriately supported to deliver on the corporate objectives as set out in the annual statement of priorities through the development and implementation of effective systems and processes.

### Key Specific Expectations

| Clinical Partnership with Clinical Director | • Liaise with the senior management team to ensure the service is most effective, through promotion of evidence based practice, responsive patient focused care, and collaboration with other clinical and non-clinical services across the DHB.
| | • Facilitate and engage with clinical staff in budget and business plan development for the Service.
| Clinical Practice | • Manage the day-to-day business and operations of the service area within the portfolio to ensure that clinical services are provided in a safe and timely manner.
| | • Practice at all times in accordance with the infection control standards specified in health service policies and procedures.
| | • Operational plans for all services are established and key performance indicators met. Patient outcomes are evaluated and there is evidence of ongoing improvement. |
### Operations Manager - General Surgery  
Surgical and Ambulatory Services

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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<tr>
<td>Clinical services</td>
<td>• Clinical services are provided within the context of the WDHB promise and quality outcomes, are efficient and are aligned to WDHB promise, values and strategic direction.</td>
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<tr>
<td>Education</td>
<td>• Take an active lead in local and national health service projects to both promote and develop themselves, their services, their profession and WDHB.</td>
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</table>
| Strategy and Service Level Planning       | • Contribute to setting the strategic aims of WDHB and devolving these into service plans.  
• Collective responsibility, as a member of the senior management team, for the consideration of key issues impacting Surgical and Ambulatory Services and WDHB.  
• Ensure the Service/s are planned to meet agreed DAP volumes.  
• Manage overall performance against Ministry of Health elective service targets ensuring that central systems and processes support effective performance and that specialty performance is actively monitored and action plans are developed as required to ensure targets are met.  
• Develop appropriate workforce development plans in conjunction with the organizations direction and expectations, relating to each professional group within the Service. This includes benchmarking, FTE establishment and balance between professional groups in line with service delivery and professional trends.  
• Manage the development of quality, business and operational plans in accordance with the WDHB’s mission and overall operational and strategic plans including workforce, equipment and capital planning. |
| Risk Management                           | • Within a framework of effective and prudent controls ensure key risks are reported, assessed and managed; implementing mitigation strategies as appropriate. |
| Continuous Improvement and Quality Management | • Work with the Medical and Nursing Head of Division to develop, implement and evaluate a range of patient safety initiatives.  
• Ensures and demonstrates a serious commitment to continuous improvement.  
• Responsibility to challenge constructively the decisions of colleagues in the best interests of patients and the organization using the organizations values as a framework.  
• Complaints are responded to with any trends being noted and
appropriate corrective actions taken.

- Lead and advocate quality for each service through development of a quality plan, ensuring there is an internal quality team who can support the wider WDHB quality team.

- Ensure operational group services are accessible for Waitemata patients in a fair and equitable way to ensure the best quality of care for patients.

- Maximise the effectiveness of the service by promoting evidence based practice, responsive patient focused care, streamlined and collaborative integration across WDHB provider services and primary and community networks.

- Works proactively with the Quality team to introduce patient improvement initiatives.

- Ensure safe staffing levels across the services.

- Creates an environment that improves health outcomes for all.

- Champions improvements in people's access to all services and service information.

- Develop and lead service delivery improvements to enhance WDHB capacity to provide accessible health services and to manage demand.

Financial and Resource Management

- Lead the budget process within the operational group, ensuring participation and ownership by the key stakeholders.

- Manage the preparation of service budgets to fulfil operating objectives.

- Achieve agreed activity targets and access indicators are met within agreed budget.

- Monitor and analyse the operational services financial and performance results to ensure remedial action is implemented to manage variances so as to ensure all services are within agreed performance and financial parameters.

- Ensure there is an equipment replacement plan in place and submit bids for capital funding as appropriate.

Leadership and Team Management

- Provide leadership to all staff within the service and, working closely with the Medical and Nursing Head of Division, will be responsible for clinical governance, patient quality and safety and improving the patient experience to ensure outcomes are evaluated.

- Be responsible for the performance management of direct
reports and for succession planning to ensure that the Hospital’s performance process is robustly implemented across the service.

- Performance management systems within the program, including performance management of direct reports, are maintained.
- Lead by example; living and demonstrating the WDHB values. Ability to have open, honest and respectful discussions.
- Manage teams of motivated and well trained staff focused on providing the best possible patient care, by agreeing accountabilities and standards of performance.
- Performance planning and coaching of staff and appraisals completed at least annually according to WDHB policy and in conjunction with the relevant HoD and Clinical Director.

Statutory Requirements

- 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.
- Direct reports operate within appropriate authorisations and delegations according to WDHB policy.
- Services comply with all guidelines and all other relevant standards as objective measures of service delivery.

Equalities and Treaty of Waitangi

- Ensure that the operational group is continuously improving the equality with which they impact on healthcare outcomes. Specifically to ensure that outcomes are equal regardless of race, age, domicile, or socioeconomic status.
- Ensures 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.

Compliance with Health and Safety Requirements

- WDHB health and Safety policies are read and understood and relevant procedures applied to operational group and to your own work activities.
- Workplace hazards are identified and reported, including self-management of hazards where appropriate.
- A health and safety plan is implemented and managed in all services.
- A health and safety representative is appointed and trained for
<table>
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<th>each area.</th>
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<td>• Actively ensures that hazard IDs are completed and corrective actions are taken when necessary.</td>
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<tr>
<td>• Provide a work environment that is safe and without risk to health for all employees, contractors, visitors and any other persons affected by the organisations' activities.</td>
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<tr>
<td>• Ensure that OHS risks are understood, assessed and documented.</td>
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<tr>
<td>• Appropriate systems are implemented and maintained to minimise the risk of harm.</td>
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<td>• That appropriate resources are made available to manage risks.</td>
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<tr>
<td>• That OHS risks are addressed in a timely manner.</td>
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<tr>
<td>• That values, attitudes and behaviours you expect of your workforce are actively promoted and modelled.</td>
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<tr>
<td>• <strong>Compliance with the actions set out in the relevant section(s) of the OHS Roles and Responsibilities Guideline.</strong></td>
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**VERIFICATION:**

Employee: _________________________________

Department Head: _________________________________

Date: _________________________________
## PERSON SPECIFICATION

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<th>Minimum</th>
<th>Preferred</th>
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<tr>
<td><strong>Qualification</strong></td>
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<tr>
<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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<tr>
<td><strong>Experience</strong></td>
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<tr>
<td>• Experience in healthcare sector within a unit / operational management senior health professional role.</td>
<td>• Advanced team management ability.</td>
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<tr>
<td>• Demonstrated leadership experience.</td>
<td>• Demonstrated leadership experience in a clinical setting.</td>
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<td>• Demonstrated experience in change management and process implementation.</td>
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<tr>
<td>• An established understanding of health services and service delivery objectives.</td>
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<td>• A record of achievement in delivering services in accordance with the stated performance objectives of the healthcare organisation</td>
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<td>• Experience in managing change processes that meet the organizations requirements.</td>
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<td>• Demonstrated experience and ability in strategic (preferred) and operational planning.</td>
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<td>• Demonstrated ability to plan, secure and manage projects within budget and timeframe</td>
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<td><strong>Attributes</strong></td>
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<tr>
<td>• Ability to build strong relationship with all stakeholders.</td>
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<tr>
<td>• Experience in financial analysis/budgeting skills within a medium/large organisation.</td>
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<td>• High level facilitation and</td>
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negotiation skills.

- Ability to interpret and evaluate diverse and complex information.
- Ability to write formal papers, discussion documents and business cases for senior management and Board.
- Ability to translate evidence into practice.
- Ability to support the development of a continuous quality improvement culture in the clinical areas.
- Capacity to work with stakeholders including patients, staff and the community to ensure the continued delivery of safe and high quality services.

### Behavioural Competencies

Adheres to Waitemata District Health Boards 4 Organizational Values of:

- **Everyone matters??**
  
  *Every single person matters, whether a patient/client, family member or a staff member*

- **With compassion??**
  
  *We see our work in health as a vocation and more than a job. We are aware of the suffering of these 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.*

- **Connected??**
  
  *We need to be connected with our community. We need to be connected within our organization – 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.*

- **Better, best, brilliant??**
  
  *We seek continuous improvement in everything we do. We will become the national leader in health care delivery.*

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<thead>
<tr>
<th>Behavioural Competencies</th>
<th>Behaviour Demonstrated</th>
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<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>
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<td>Is Committed to Learning</td>
<td>Proactively follows up development needs and learning opportunities for oneself and direct reports.</td>
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<td>Is Transparent</td>
<td>Communicates openly and engages widely across the organization.</td>
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<td>Enacts agreed decisions with integrity.</td>
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<tr>
<td>Behavioural Competencies</td>
<td>Behaviour Demonstrated</td>
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| 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.                                                                                              |