

## Position Description

Employment Agreement:	DHB's/NZNO Nursing & Midwifery <b>or</b> DHB/MERAS Multi-Employer Collective Agreement
Position Title:	<b>Midwife Manager</b>
Service & Directorate:	Lakes District Hospital; Strategy, Primary and Community
Location:	Queenstown
Reports to:	Emily Nelson
Date:	11/02/2022

### Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing  
We seek excellence through a culture of learning, enquiry, service and caring

### Our Shared Values and Behaviours

Kind <i>Manaakitanga</i>	Open <i>Pono</i>	Positive <i>Whaiwhakaaro</i>	Community <i>Whanaungatanga</i>
<b>Looking after our people:</b> We respect and support each other. Our hospitality and kindness foster better care.	<b>Being sincere:</b> We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	<b>Best action:</b> We are thoughtful, bring a positive attitude and are always looking to do things better.	<b>As family:</b> We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

### Our statutory purpose

To improve, promote and protect the health of our population

- Promote the integration of health services across primary and secondary care services
- Seek the optimum arrangement for the most effective and efficient delivery of health services
- Promote effective care or support for those in need of personal health or disability support services
- Promote the inclusion and participation in society and the independence of people with disabilities
- Reduce health disparities by improving health outcomes for Māori and other population groups
- Foster community participation in health improvement and in planning for the provision of and changes to the provision of services.
- Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility.

PURPOSE OF ROLE
<p>To lead and manage Lakes District Hospital (LDH) Maternity Unit, providing operational and clinical leadership and support, to ensure safe and efficient delivery of maternity services within available resources.</p> <p>The Midwife Manager will:</p> <ul style="list-style-type: none"> <li>• Provide professional and clinical leadership for the LDH Maternity Unit to ensure safe and effective delivery of maternity care, identification and mitigation of clinical risk, and continuous quality improvement</li> <li>• Provide operational leadership to ensure the midwifery unit operates effectively, safely and sustainably on a day-to-day basis</li> <li>• Network with the other maternity facilities within the Lakes district, and the wider SDHB district to provide consistency within the services and leadership support</li> <li>• Develop and manage portfolios such as the rural midwifery and the maternity services transport and transfer</li> <li>• Support the floor clinically, covering shifts when required</li> </ul>

## Competencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

Organisational Competencies	
<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
<b>Integrity and Trust</b>	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
<b>Drive For Results</b>	Can be counted on to exceed goals successfully; Is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results.
Role Specific Competencies	
<b>Decision quality</b>	Makes good decisions based on analysis, wisdom, experience and judgment; most solutions and suggestions turn out to be correct when judged over time; sought out by others for advice and solutions.
<b>Listening</b>	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when she disagrees.
<b>Managing/Measuring work</b>	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress and results; designs feedback loops into work.
<b>Organisational agility</b>	Knowledgeable about how organisations work; knows how to get things done through formal and informal channels; understands the rationale behind policies practices and guidelines; understands organisational culture.
<b>Building Effective Teams</b>	Creates strong morale and spirit in her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
• Director of Midwifery	• Women and family/whanau
• Chief Nursing and Midwifery Officer	• LMC Access Holders
• Other Charge Midwife Managers and Primary Maternity Unit Managers	• NZCOM
• Charge Nurse Managers	• Primary Maternity Units – managers and staff
• Obstetric Clinical Leader and other medical staff	• Community NGO providers and support groups
• Neonatal Clinical Leader	• Otago Polytechnic School of Midwifery
• Duty Managers	• University of Otago School of Medicine
• PDU Manager and Midwifery Educator	• Midwifery Council
• Allied Health Director and staff	• Health and Welfare agencies
• Clinical and Corporate support staff	• St John
• Human Resources and Recruitment	• PHO
• Maternity Quality and Safety Programme Coordinator	•
• Quality Improvement Facilitator	•
• Business Analyst	•
	•

## PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>Registered Midwife with a current Annual Practising Certificate</li> </ul>	<ul style="list-style-type: none"> <li>Post-graduate qualification in midwifery or other relevant field</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>Minimum of 5 years recent experience since midwifery registration</li> <li>Current portfolio demonstrating competency at a senior midwifery level</li> <li>Experience leading teams</li> </ul>	<ul style="list-style-type: none"> <li>Proven experience in operational management and leadership within a hospital environment</li> <li>Proven experience in rural maternity settings</li> </ul>
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>Understanding of NZ maternity system</li> <li>Knowledge of roles and workings of Midwifery Council, NZCOM, MERAS and legislative frameworks</li> <li>Commitment to Te Tiriti O Waitangi</li> <li>Excellent written and verbal communication skills</li> <li>Performance management</li> <li>Problem solving and planning</li> <li>Conflict management skills</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of the emergency and inpatient transport system in New Zealand</li> </ul>

	<ul style="list-style-type: none"> <li>• Computer skills</li> <li>• Understanding of TrendCare</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Demonstrated commitment to partnership with women/people and woman-centred models of care</li> <li>• Sensitive, positive, flexible, resilient, trustworthy</li> <li>• Ability to form effective working relationships with diverse people at all levels of the organisation and within the community</li> <li>• High integrity, discreet, and honest</li> <li>• Highly respected and seen as a role model</li> <li>• Enables others to achieve innovative solutions to issues</li> </ul>

**KEY RESULT AREAS:**

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>
<b>Clinical Leadership</b>	
Foster a culture that strives for excellence in clinical service provision within allocated resources	
<ul style="list-style-type: none"> <li>• Promote excellence in clinical service provision through sharing of knowledge, ideas and research</li> <li>• Encourage innovation that enhances clinical care or service provision</li> <li>• Maintain high clinical standards</li> <li>• Foster a happy collaborative team who work together to provide optimal outcomes for women and babies</li> <li>• Ensure Te Tiriti O Waitangi principles and Tikanga best practice guidelines are integrated into practice</li> <li>• Encourage a learning culture where all team members identify and action opportunities to improve delivery of evidence-based care that meets the needs of women, babies and families/whanau.</li> </ul>	<ul style="list-style-type: none"> <li>• Be active and visible within the team, motivating and valuing staff endeavours, and acknowledging contribution of access holders, women and whanau</li> <li>• Promote woman-centred care through effective engagement with women, families/whanau, staff, access holders, visitors and other agencies</li> <li>• Standard of clinical care is excellent and delivered according to policy/guidelines, professional standards, codes, and relevant legislation.</li> <li>• Care is delivered in a culturally safe and responsive manner, according to Tikanga Best Practice guidelines</li> <li>• Ensure utilisation of TrendCare for all inpatient activity, maintaining data accuracy within the organisations expected thresholds.</li> </ul>
<b>Service planning and delivery</b>	
Lead and manage Southland Maternity Unit to provide efficient and effective services	
<ul style="list-style-type: none"> <li>• Manage Maternity Unit in accordance with operational plans and budget</li> <li>• Ensure consumer focus is adopted and maintained at a team and Unit level</li> <li>• Participate in Unit and Maternity Service planning</li> <li>• Implement SDHB policies, guidelines and processes</li> <li>• Ensure service delivery complies with Health and Disability standards and legislation</li> <li>• Maintain adherence to SDHB policies, guidelines and procedures</li> <li>• Effectively utilise information systems and data to enable care management and human resource utilisation activities</li> <li>• Identify, lead and manage improvement projects to improve Maternity Unit's efficiency and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Build and maintain effective feedback strategies so that women, pregnant people, families/whanau and visitors can provide feedback about their experience of care</li> <li>• Develop and implement audit pathways to monitor clinical standards</li> <li>• Ensure people's and babies' care is planned with women/families/whanau</li> <li>• Monitor Queenstown Maternity Unit's performance against KPIs, identifying and implementing corrective actions as and if required in conjunction with the Director of Midwifery, and the Operations Directorate</li> <li>• Prepare accurate monthly management reports including analysis of key performance indicators, clinical risk, financial management variance and corrective actions.</li> <li>• Prepare business cases and/or reports as requested by the Director of Midwifery or Directorate Leadership Team</li> </ul>

<ul style="list-style-type: none"> <li>Lead the midwifery/maternity team to ensure care is planned to meet the needs of women/babies and meets service delivery standards</li> </ul>	
<p><b>Staff Management and Planning</b></p> <p>Ensure the service is appropriately staffed, best practice human resource standards are met, and staff are supported and managed to maintain a cohesive and productive team</p>	
<ul style="list-style-type: none"> <li>Lead by example, acting as a positive, motivating and inspiring role model for all team members</li> <li>Create a happy and effective working environment where all members of the team feel valued</li> <li>Be positive and reflective; seek and respond to feedback</li> <li>Proactively deal with conflict and performance issues</li> <li>Facilitate coaching and performance development for staff in consultation with Human Resources and the Director of Midwifery, and facilitate change management as appropriate.</li> <li>Ensure effective recruitment, orientation, preceptorship, rostering and administration of staff in accordance with Southern DHB policies.</li> <li>Develop communication mechanisms that facilitate effective and timely communication within and across Maternity and other associated areas.</li> <li>Proactively plan and implement appropriate staffing aligned with clinical and staff activities</li> <li>Ensure timely staff appraisal and feedback structures are in place, and that professional development plans align to Southern DHB and service priorities</li> <li>Manage employee leave to ensure service demands are balanced with staff's legal entitlements</li> <li>Ensure accurate and timely rostering and payroll transactions in compliance with staff management systems and rostering guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Develop a comprehensive staffing plan for your direct reports that recognises potential shortcomings and identifies strategies to address gaps.</li> <li>Ensure all professional staff have current annual practising certificates</li> <li>Ensure rosters are developed in accordance with approved resource levels and Southern DHB rostering guidelines</li> <li>Ensure appropriately budgeted training and development plans are in place for all staff in conjunction with the Midwifery Educator and Practice Development Unit.</li> <li>Ensure appropriate training and education is carried out to maintain quality of service</li> <li>Promote and facilitate midwives' and nurses' participation in the Quality and Leadership Programme (QLP)</li> <li>Ensure all staff have an up to date annual leave management plan</li> </ul>
<p><b>Financial Management</b></p> <p>Ensure Maternity Unit operates within budgets for the financial year, and work in collaboration with Director of Midwifery to develop risk mitigation strategies for unexpected expenditures; participate in developing and managing annual and three-year capital expenditure plans</p>	
<ul style="list-style-type: none"> <li>Report to the Operational Manager on a monthly basis, financial performance including variances and corrective actions</li> <li>Participate in annual budgeting process with the Operational Manager, Business Analyst, and Director of Midwifery</li> </ul>	<ul style="list-style-type: none"> <li>Capital expenditure is managed within approved annual capital expenditure plan, and in accordance with Southern DHB policies and procedures</li> <li>Engage with staff to identify ideas to reduce costs and improve the efficiency of the Maternity Unit</li> </ul>
<p><b>Quality and Risk Management</b></p> <p>Management unit quality and risk programmes; lead and manage certification and accreditation within Maternity Unit</p>	
<ul style="list-style-type: none"> <li>Lead, administer and facilitate staff involvement in, Maternity Unit's quality and risk programmes and improvement action plans, and participate in service-wide programmes in accordance with Southern DHB policy</li> <li>Ensure compliance with all relevant standards and legislation, health and safety guidelines, professional regulations, and safe equipment guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Lead development and maintenance of up-to-date evidence-based policies and guidelines in conjunction with the policy and guidelines group</li> <li>Investigate complaints, incidents and other matters in a timely manner, reporting outcomes and developing and implementing action plans to improve the service</li> </ul>

<ul style="list-style-type: none"> <li>Lead incident reporting and investigation processes, within Southern DHB policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Lead and manage health and safety programmes including audits of hazards, health and safety audits, and routine reporting of incidents.</li> <li>Lead and participate in relevant certification and accreditation audits</li> </ul>
<b>Strategic Management</b> Contribute to and lead Maternity Unit operational and clinical projects; lead change processes and instil a quality improvement culture	
<ul style="list-style-type: none"> <li>Maintain knowledge of current and emerging strategic priorities for relevant Directorates</li> <li>Identify opportunities for improvement and lead and/or facilitate improvement projects</li> </ul>	<ul style="list-style-type: none"> <li>Build a collective vision for the Maternity Unit that communicates clearly staff, access holders', and women and family/whanau's aspirations for the delivery of excellent maternity services</li> <li>Develop and maintain visible dashboards to monitor progress of quality improvement activities</li> <li>Participate in Southern DHB quality improvement projects as relevant</li> </ul>
<b>Other Duties</b>	
<p>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</p> <p>Act as a role model for the Southern DHB Organisational Values.</p>	<ul style="list-style-type: none"> <li>You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.</li> <li>You produce work that complies with Southern DHB processes and reflects best practice.</li> <li>Research undertaken is robust and well considered.</li> <li>Live and support the DHB values in everything you do.</li> </ul>
<b>Professional Development – self</b>	
<p>Identifying areas for personal and professional development.</p>	<ul style="list-style-type: none"> <li>Training and development goals are identified/agreed with your manager.</li> <li>Performance objectives reviewed annually with your manager.</li> <li>You actively seek feedback and accept constructive criticism.</li> </ul>
<b>Health, Safety and Wellbeing</b>	
<p>Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems.</p>	<ul style="list-style-type: none"> <li>You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures.</li> <li>You actively encourage and challenge your peers to work in a safe manner.</li> <li>Effort is made to strive for best practice in Health and Safety at all times.</li> </ul>
<b>Treaty of Waitangi</b>	
<p>Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.</p>	<ul style="list-style-type: none"> <li><b>Partnership</b> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other.</li> <li><b>Participation</b> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Protection</b> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.</li> </ul>
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Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

**CHANGES TO POSITION DESCRIPTION**

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This position description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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Employee

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Date

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Manager

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Date