

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Service Manager, Specialist Mental Health and Intellectual Disability (Otago)
Service & Directorate:	Mental Health, Addictions and Intellectual Disability Directorate (MHAID)
Location:	Dunedin
Reports to:	MHAID General Manager
Number of direct reports:	11 FTE
Date:	June 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>
Looking after our people: We respect and support each other. Our hospitality and kindness foster better care.	Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	Best action: We are thoughtful, bring a positive attitude and are always looking to do things better.	As family: 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

To ensure safe and comprehensive delivery of contemporary high quality health and disability services within a defined funding resource.

Reporting to the General Manager (GM), the Service Manager (SM) will lead and manage the assigned service, to provide an efficient, effective and safe service, within the available resources.

The Service Manager is responsible for service delivery processes, including management of financial performance, activity and production planning, human resource management, quality and risk management, credentialing and audit for all disciplines, certification, clinical pathway development and other service delivery improvements within the services.

Working in partnership with clinical and other staff, the Service Manager will contribute to strategic and operational management in a way that is consistent with the organisation's vision and values.

Main Objectives

The objectives of the Service Manager are to achieve the delivery of clinical and operational services to contracted specifications to the relevant service by:

- Providing positive leadership and management to the services, acting as a role model.
- Providing strong collaborative leadership and management across the cluster ensuring contemporary Models of Care are implemented and evaluated in response to the changing needs of the community and health system.
- In conjunction with Professional Leaders where appropriate, ensuring human resource management activities are undertaken appropriately for all staff.
- Supporting the philosophy and practice of an organisational wide systems approach to service and operational processes.
- Ensuring service delivery is achieved within approved business/activity plans and financial budgets.
- In consultation with the Business Analyst, completing and providing regular reports on financial performance and providing comment and developing risk mitigating strategies on issues that threaten to impact on the financial performance of the service.
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.
- Leading and facilitating focus groups / projects that advance issues and strategies of service/organisational priority.
- Fostering a culture of innovation and strategic thinking.
- Providing support to the General Manager role, acting up for the General Manager role as required.
- Provide support to the Nursing, Allied Health and Medical Director roles.
- The Mental Health, Addictions and Intellectual Disability Service Leader works closely with other Level 4 positions within the organisation, for example, level 4 Nurse Managers.

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

Customer Focus	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.
Integrity and Trust	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.
Drive For Results	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	
Problem Solving	Uses rigorous logic and methods to solve difficulty problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
Organisational Agility	Knowledgeable about how the organisation works; how things get done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices and procedures; understands the cultures of organisations.
Interpersonal Savvy	Relates well to all kinds of people – up, down and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
Process Management	Good at figuring out the process necessary to get things done; knows how to organise people and activities; understand how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
Developing Direct Reports and Others	Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each other person's career goals; construct compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organisation; is a people builder.
Planning	Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and road blocks; measures performance against goals; evaluates results.

Key Relationships	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> Medical Directors 	<ul style="list-style-type: none"> Tangata whaiora and Whanau
<ul style="list-style-type: none"> Clinical Leaders / Directors 	<ul style="list-style-type: none"> Iwi
<ul style="list-style-type: none"> Nursing / Midwifery Directors 	<ul style="list-style-type: none"> Community Service partners (e.g. Police, Corrections, GP Practices and NGOs)
<ul style="list-style-type: none"> Allied Health Directors 	<ul style="list-style-type: none"> HQSC, national mental health and addiction workforce development organisations
<ul style="list-style-type: none"> Professional Directors 	<ul style="list-style-type: none"> Mental Health and Addiction Networks
<ul style="list-style-type: none"> Other Service Managers 	<ul style="list-style-type: none"> Tertiary training institutions such as the University of Otago School of Medicine, Otago Polytechnic, Southland Institute of Technology.
<ul style="list-style-type: none"> Other Clinical Charge Nurse Managers / Unit Managers 	<ul style="list-style-type: none"> Professional Colleges and registration bodies.
<ul style="list-style-type: none"> Southern health wide staff 	

Directorate Clinician Management Partnership
<p>There is currently a four person multidisciplinary team of professional and collaborative leadership within the Mental Health, Addiction and Intellectual Disability Directorate, namely the Medical Director, Director of Nursing, Director of Allied Health and General Manager.</p> <p>The Service Manager will work collaboratively with the MHAID Leadership team, Clinical Directors, Professional Leaders and other roles as required, role modelling working in a clinical partnership in day to day service provision and development, and longer term planning.</p>

Person specification

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

	Essential	Desirable
Education and qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> Registered Health Professional with a current Annual Practising Certificate. 	<ul style="list-style-type: none"> Post graduate qualification in a relevant field.
Experience	<ul style="list-style-type: none"> Demonstrated and proven ability to provide inspirational leadership and management in a clinical environment that drives service quality development within financial budgets. Proven experience in budgeting and staffing management. 	<ul style="list-style-type: none">
Knowledge and skills	<ul style="list-style-type: none"> It is essential that the applicant be an excellent communicator, with strong leadership skills and a high level of interpersonal skills. Knowledge of the health and disability sector. 	<ul style="list-style-type: none">
Personal qualities	<ul style="list-style-type: none"> Able to communicate, motivate and influence at all levels. Ability to “work together” in a collaborative, open and truthful manner. Solution orientated Innovative, creative and proactive with the ability to “work smarter”, thinks outside the square and is able to communicate, motivate and influence at all levels. Accepts responsibility for actions and the ability to learn. Strong focus on positive outcomes for service users 	

Key Result Areas

Key accountabilities	Key deliverables
Business Planning and Services Delivery	
<ul style="list-style-type: none"> Lead, plan and implement efficient and effective service delivery processes. 	<ul style="list-style-type: none"> Ensure a consumer/patient focus is adopted and maintained at all levels of service management and delivery. Ensure service delivery complies with Health and Disability sector standards and relevant legislation. Lead and facilitate service activity and strategic planning for assigned services aligned to the Southern DHB annual planning cycle. Prepare service activity plans, and provide regular reports regarding progress against plan. Identify, lead and manage projects to improve service efficiency and effectiveness. Meet contract performance requirements, reporting variances and adjust service delivery arrangements as necessary in conjunction with the General Manager. Ensure ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required.

	<ul style="list-style-type: none"> • Build and maintain effective relationships and communication mechanisms with service staff, associated clinical and support services, and external agencies as applicable. • Ensure adherence to the Southern DHB delegations of authority across the services. • Develop, implement and audit care pathways and models of care in conjunction with clinical staff. • Effectively utilise Southern DHB information systems and data for analysis of service delivery activities, development of service initiative and reports. • Prepare complete and accurate monthly management reports for the General Manager within the prescribed time. • Prepare accurate and comprehensive business cases and/or reports as requested/required by the General Manager. • Negotiate (where applicable) external service/other contracts with in Southern DHB policies, procedures and delegations of authority.
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Staff Management and Planning

<ul style="list-style-type: none"> • Ensure the service(s) are appropriately staffed. • Best practice human resource standards are met. • Effectively lead and manage assigned staff in order to develop and maintain cohesive and productive team. • Ensure effective communication within service. 	<ul style="list-style-type: none"> • Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources where appropriate. • Develop a comprehensive staffing plan for all staff groups that recognises potential short comings and identifies strategies to address gaps both short and long term. • Develop a communication strategy that facilitates effectively and timely communication within and across services. • Demonstrate commitment to an open and inclusive working culture emphasising collaboration and teamwork between and among all professional groups and across all services. • Demonstrate sensitivity and lead with a fair and constant approach in all things. • Ensure effective recruitment, orientation, rostering and administration of service staff in accordance with Southern DHB policies. • Ensure timely staff appraisal and feedback structure are in place. • Ensure appropriately budgeted training and development plans are in place for all staff. • Ensure all staff have an up to date annual leave management plan at all times. • Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave. • Monitor controls and practices to ensure accuracy and timeliness in rostering and payroll transactions and compliance with Onestaff (staff management system)
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Financial Management	
<ul style="list-style-type: none"> • Achieve budgets for financial year, and develop risk mitigation strategies for unexpected expenditure. • Participate in developing and managing annual and three year capital plan. 	<ul style="list-style-type: none"> • Report to General Manager on a monthly basis, financial performance including variations and corrective actions. • Participate in annual budgeting process with General Manager and Business Analyst. • Demonstrate a comprehensive understanding of financial management and report functions. • Manage capital expenditure within annual capital expenditure plans, and in accordance with Southern DHB policies and procedures. • Proactively engage with staff to identify ideas and action plans for service efficiency improvements and cost reduction initiatives. Influence others in the best interests of the service and Southern DHB's business goals. • Ensure costs are managed within budget. • Review external contracts (as applicable) in a timely manner. Ensure compliance is monitored and expenditure contained.
Quality and Risk Management	
<ul style="list-style-type: none"> • Manage service quality and risk programmes. • Lead and manage certification and accreditation within services. • Foster a quality improvement culture. 	<ul style="list-style-type: none"> • Lead and contribute to service-wide quality and risk programmes and action plans in accordance with Southern DHB Quality and Management Framework. • Understand and identify emerging risks and ensure risk mitigation action plans are developed and followed through. • Ensure compliance with all relevant standards and legislation including health and safety and professional regulations. • Lead and manage service level health and safety programmes including audits of hazards and routine reporting of incidents and accidents. • Manage the service incident reporting and investigation processes, within Southern DHB policies and procedures. • Investigate complaints, incidents and other matters required, reporting outcomes as required including development of action plan to facilitate service development. • Use Balances Scorecard, incidents, complaints and other KPIs to inform service development and improvement opportunities. • Proactively develop new unit or service policies and protocols if required. • Ensure research and/or trial proposals contain complete and comprehensive documentation and that the costs to Southern DHB are fully recoverable and the indemnity covers all Southern DHB risks. • Support and demonstrate the philosophy and practice of an organisational wide systems approach to service and operational processes.

Strategic Management	
<ul style="list-style-type: none"> • Manage and otherwise contribute to service and Southern DHB wide projects. • Lead in the process of change in the organisation and instil a continuous quality improvement culture 	<ul style="list-style-type: none"> • Maintain knowledge of current and emerging strategic priorities for the Southern DHB, Ministry of Health and relevant service grouping specialities. • Identify, initiate and lead key projects to improve effectiveness and efficiency of service delivery, ensuring their effective completion within assigned timeframes and resources. • Continue to build a collective vision for the service to allow staff to have a clear understanding of their role in services provision.
Self Management	
	<ul style="list-style-type: none"> • Plan and manage own work to achieve desired results on time, within budget and to required standard. • Maintain own professional development; attend Southern DHB and other development opportunities. • Act as a role model for Southern DHB organisational values. • Committed to achieving results through hard work and attention to detail. • Complete challenging assignments and projects on time and to an excellent standard. • Flexible and proactive, thinks laterally and innovatively to solve problems.
Leadership and Motivation	
	<ul style="list-style-type: none"> • Participate collectively with other Managers to provide collaborative service management function. • Creative and maintain a productive working environment by acting as a role model, demonstrating commitment to Southern DHB values. • Adopt an open and supportive relationship with other staff, involving them in planning and decision making where appropriate. • Coach and enable others to achieve innovative solutions to issues. • Act up as General Manager as required/requested. • Be action-orientated and motivating.
Other duties	
<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"> • You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness. • You produce work that complies with Southern DHB processes and reflects best practice. • Research undertaken is robust and well considered. • Live and support the DHB values in everything you do.
Professional Development – Self	
<p>Identifying areas for personal and professional development.</p>	<ul style="list-style-type: none"> • Training and development goals are identified/agreed with your manager. • Performance objectives reviewed annually with your manager.

	<ul style="list-style-type: none"> You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
<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"> You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures. You actively encourage and challenge your peers to work in a safe manner. Effort is made to strive for best practice in Health and Safety at all times.
Treaty of Waitangi	
<p>The principles of Te Tiriti o Waitangi, as articulated by the courts and the Waitangi Tribunal will guide the Southern DHB response to Māori health improvement and equity. These contemporary principles include:</p> <ul style="list-style-type: none"> Tino rangatiratanga: Providing for Māori self-determination and mana motuhake in the design, delivery and monitoring of health and disability services. Equity: Being committed to achieving equitable health outcomes for Māori. Active protection: Acting to the fullest extent practicable to achieve equitable health outcomes for Māori. This includes ensuring that the Crown, its agents and its Treaty partner under Te Tiriti are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity. Options: Providing for and properly resourcing kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care. Partnership: Working in partnership with Māori in the governance, design, delivery and monitoring of health and disability services – Māori must be co-designers, with the Crown, of the primary health system for Māori. 	<ul style="list-style-type: none"> You will be able to demonstrate an understanding of Te Tiriti o Waitangi, Māori Indigenous rights and current issues in relation to health and health equity ie: Whakamaua: Māori Health Action Plan 2020-2025. You will contribute to responding to the DHBs Te Tiriti o Waitangi commitment to deliver effective and equitable healthcare with Māori patients and their whānau. You will have the ability to incorporate Māori models of health, patient and whānau-centred models of care, and mātauranga Māori. You will have insights into your own cultural awareness and an understanding of how your social-cultural influences inform biases that impact on your interactions with patients, whānau, and colleagues. Recognising that there is an inherent power imbalance in-patient relationship and ensuring that this is not exacerbated by overlaying your own cultural values and practices on patients.

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:

Employee Date

Manager Date

For job evaluation purposes: (Per the current Southern DHB Delegation of Authority Policy).

Number of direct reports: nil.

Southern DHB Delegation of authority (level 1 – 5).

Staff authority

Authority to engage, promote, discipline and dismiss staff.

Authority to engage, promote, discipline/dismiss direct reports with consultation of manager.

Ultimate authority, engage, promote, discipline and dismiss staff at any level below his/her own.

Contractual authority

Authority to enter into agreements or contracts on behalf of the Southern DHB:

- Limited:
- Long term \$1.5 to \$3 million
- Long term in excess \$3 to \$7.5 million

Work complexity

Most challenging duties typically undertaken or most complex problems solved.

Example: the end result -policy framework are defined but independent thought is necessary to coordinate conflicting demand and to optimise efficiency, or while end result defined means of achieving end result is unspecified

Freedom to act

Guidelines available to assist job holder to make decisions e.g. policy documents, standard procedures. This factor assesses the extent to which the role is supervised and/or monitored as well as the amount of guidance available.

Example: determines own strategies, little guidance – minimal guidance, large degree of independence – close supervision.

Financial responsibilities

- Controls a budget
- Maximum that may be spent without reference to manager _____
- Jobholder can spend unbudgeted capital Yes / No. Amount _____
- Jobholder is responsible for committing the organisation to long-term contracts Yes / No
- Jobholder signs correspondence for Southern DHB Yes / No