

Position Description

Employment Agreement:	Individual employment agreement
Position Title:	Clinical Governance Manager
Service & Directorate:	Quality and clinical governance solutions
Location:	Dunedin/Southland
Reports to:	Patient Safety and Risk Manager
FTE	1
DHB Delegation Level:	5
Number of direct reports:	Nil
Date:	August 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
The Clinical Governance Manager will be part of a team involved in prioritising, monitoring, and managing the implementation and ongoing success of clinical governance at Te Whatu Ora – Southern. Working with the patient’s safety and risk manager they will develop strategies to maximise the impact of clinical governance by ensuring that the strategy for implementation is delivered, services are measured, held to account, and supported to continuously improve their governance models. Working with the teams to make sure they know why they are using a clinical governance model, how they deliver it, what they need for success and that the KPI’s and standing reports for success are undertaken and delivered.

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.
Managing Diversity	Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.
Management Competencies	
Priority Setting	Spends his/her time and the time of others on what’s important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks, creates focus.
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.
Problem Solving	Uses rigorous logic and methods to solve difficult 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.
Managing and Measuring Work	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.
Process Management	Good at figuring out the processes necessary to get things done; knows how to organise people and activities; understands 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.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> • Executive Director Quality & Clinical Governance solutions 	<ul style="list-style-type: none"> • Patients, Families and Whanau • Community health council Members

<ul style="list-style-type: none"> • Chief Nursing officer • Directors of Nursing • Associate Directors of Nursing • Chief medical officer • Clinical leads and medical staff • Directorate Leadership Teams • Service managers • Charge Nurse managers and Theatre Nursing staff • Allied Health managers • Administration staff • Consumer and community council members • Southern DHB wide staff • Quality improvement team • Patients safety team 	<ul style="list-style-type: none"> • Rural and trust clinical and operational leadership • Other governance managers and leadership in Te Whatu Ora
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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"> • Tertiary qualification in health/governance or similar with clinical governance experience. 	<ul style="list-style-type: none"> • Holds a current practising certificate or similar. • Post-graduate qualification in a business, governance or related field
Experience	<ul style="list-style-type: none"> • 7-10 years' experience in health sector • Excellent understanding of the DHB's general models of care and systems. • Be familiar with system wide change management strategies. • Knowledge of hospital infrastructure, or experience working in the health sector 	<ul style="list-style-type: none"> • Current health system work experience • Demonstrated competence in performing and delivering under tight financial constraints and within strict timeframes
Knowledge and Skills	<ul style="list-style-type: none"> • Monitors, measures and continually improves own performance • Excellent planning and organisational skills • Ability to lead and influence senior clinical and operational staff. • Completes required tasks reliably 	<ul style="list-style-type: none"> • Knowledge and experience of implementing and managing clinical governance.
Personal Qualities	<ul style="list-style-type: none"> • Strong ability to communicate and work effectively with people at all levels. • High level of motivation, initiative, and anticipation with the ability to work independently as well as influencing and part of a team. • Establishes and maintains effective working relationships • Evaluates situations and identifies existing problems or opportunities as well as actively seeking solutions to problems before being asked or directed • A positive 'can do' attitude. • Physically able to assist with the movement of clinical equipment and stores. 	

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities
Liaison with staff and key stakeholders in relation to the development of a continuous learning environment with the goal of delivering clinical governance.	
<ul style="list-style-type: none"> • To develop strong working relationships with staff and stakeholders. Understand and capture the key needs of staff and external stakeholders. Ensure this is accurately recorded. • Gain staff and stakeholder input into planning for governance changes aimed at improving impact on current operational care. • To provide input into the Quality & Clinical Governance Solutions team from governance operational perspective. Supporting requirements such as data identification and management, feedback and audit and reporting mechanisms. As identified by staff and key stakeholders. • Ensure accurate and timely reporting and reporting of information as required. • Provide leadership to the senior staff involved with governance at all levels to enable them to succeed in development and application of the governance model. 	<ul style="list-style-type: none"> • To develop and maintain professional relationships networking with internal and external people to maintain the smooth and efficient delivery of the clinical governance. • Takes responsibility for ensuring input and delivery of the clinical governance plan on a day-to-day basis ensuring all policies and procedures are adhered to. • Assist in organising and facilitating clinical governance leadership and accountability. • The patient experience is optimised and is at the centre of everything.
Development and maintenance of tracking and reporting systems for Clinical Governance	
<ul style="list-style-type: none"> • Contribute to the development, reporting and maintenance of first and second levels of defence of clinical governance, clinical delivery and outcomes and other relevant documentation. • Identifies and communicates implementation issues/risks to patient safety and risk manager. • Assists units/wards/services/specialties/DLTs and clinical council sub-committees in the timely achievement of deliverables. • Reporting to clinical council and executive leadership team as required and directed. 	<ul style="list-style-type: none"> • Effective reporting systems using the appropriate framework are developed and maintained. • Risks are identified and managed effectively. • The achievement of objectives is accurately reported. • Key deliverables are achieved.
Works with the clinical governance groups to identify, develop and lead activities that assist in achieving safer patient care.	
<ul style="list-style-type: none"> • Identifies opportunities for improvement in systems and processes to support the clinical governance work and follows through on recommendations as appropriate. 	<ul style="list-style-type: none"> • Systems improvement is achieved. • Improved patient outcomes are delivered. • Innovative culture is encouraged • Culture of organisational learning and accountability is fostered.

<ul style="list-style-type: none"> Encourages a results-oriented and output focused work ethic. Identifies, develops, leads and monitors governance activities with a view to achieving improved patient outcomes, efficient use of resources and the effective management of time. Ensure that work is neither overlooked nor duplicated by related projects. 	
Utilising extensive knowledge when supporting clinical governance and its impact on operational activities	
<ul style="list-style-type: none"> Acknowledges own limitations of knowledge in complex situations and utilises appropriate resource people when necessary. Identifies clinical governance risks and utilises the risk management structure. Continues to maintain knowledge and skills through self-learning, and understanding of wider clinical systems and processes that are critical to the effective functioning of a hospital. Promotes contemporaneous clinical governance practices. Promotes a collaborative model of care, teamwork, and incorporates this into workflow. 	<ul style="list-style-type: none"> Sharing knowledge with others Maintains professional development. Clinical governance risks are mitigated. Integrate existing programmes and agreed platforms for care delivery models i.e. releasing time to care into planning, QI projects, HQSC mandated work.
Managing Relationships in such a way as to promote the desired image and positively support the project outcomes.	
<ul style="list-style-type: none"> Foster an environment where the people within our organisation work actively together to promote an optimum patient experience. Develop effective internal relationships. 	<ul style="list-style-type: none"> Manages a large workload effectively to ensure deadlines are met. Confident and professional in the role. Is highly performing
Self-Management	
<ul style="list-style-type: none"> Develops logical and complete plans to resolve issues. Manages own time adopting a disciplined approach to establishing and following priorities of work. Exhibits self-confidence. Is able to self-reflect on performance, accepts and utilises feedback and engages in appraisal. 	<ul style="list-style-type: none"> Manages a large workload effectively to ensure deadlines are met. Confident and professional in the role. Is highly performing
Living Southern DHB Values	
<ul style="list-style-type: none"> Proactively demonstrating Southern values in all aspects of the role. 	<ul style="list-style-type: none"> Demonstrates behaviours that we want to see from each other, at our best. Contributes positively to a culture of appreciation, a learning culture, where people feel safe to speak up. Contributes positively to team and other initiatives that seek to improve patient and whanau experiences and/or staffs experience of working.
Other Duties	
<ul style="list-style-type: none"> Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience. 	<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 processes and reflects best practice. Research undertaken is robust and well considered.
Professional Development – self	
<ul style="list-style-type: none"> Identifying areas for personal and professional development. 	<ul style="list-style-type: none"> Training and development goals are identified/agreed with your manager.

	<ul style="list-style-type: none"> • Performance objectives reviewed annually with your manager. • You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
<ul style="list-style-type: none"> • 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. 	<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	
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • <i>Partnership</i> – 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. • <i>Participation</i> – 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. • <i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.

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.

For Job Evaluation Purposes: (As per the current Southern DHB Delegation of Authority Policy)

Number of direct reports: Nil :
 Southern DHB Delegation of authority (level 1 – 5) : 5

Staff Authority

Authority to engage, promote, discipline and dismiss staff

- No authority: No
- Authority to engage, promote, discipline/dismiss direct reports with consultation of manager: NO
- Ultimate authority, engage, promote, discipline and dismiss staff at any level below his/her own: NO

Contractual Authority

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

- Limited: NO
- Long term \$1.5 to \$3 million NO
- Long term in excess \$3 to \$7.5 million NO

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 co-ordinate conflicting demand and to optimise efficiency, or while end result defined means of achieving end result is unspecified

- Co-ordinating conflicting demands of time and capacity of diverse clinical staff groups

- Managing expectations of clinical staff by taking a strategic view of planning process and interpreting it back to staff
- Interpreting the technical aspects of planning for clinical staff and problem solving to ensure success.
- Ensuring the needs of varied groups, silos and interests are interconnected
- Leading and influencing clinical and operational staff at all levels for the delivery of the agreed governance structure.

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

- Works independently to manage deadlines determining own strategies
- Holds conversations with clinical staff, discussing models of governance and leadership.
- Completes reports with minimal guidance
- Minimal formal guidelines available regarding strategies to Clinical Governance role, but full access to guidelines and policies for Southern on Southern documents
- Within the strategic goals agreed the person would have free reign to make changes but would expect that decisions outside the agreed scope would be discussed.

Financial Responsibilities

- Controls a budget N
- Maximum that may be spent without reference to manager N/A _____
- Jobholder can spend unbudgeted capital N. Amount _____
- Jobholder is responsible for committing the organisation to long-term contracts N
- Jobholder signs correspondence for Company N

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