

## Position Description

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| Employment Agreement:     | Individual Employment Agreement               |
| Position Title:           | Quality & Performance Improvement Facilitator |
| Service & Directorate:    | Quality & Clinical Governance Solutions       |
| Location:                 | District Wide                                 |
| Reports to:               | Quality & Performance Improvement Team Leader |
| DHB Delegation Level:     | NA  |
| Number of direct reports: | Nil   |
| Date:                     | August 2020                                   |

### 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<br><i>Manaakitanga</i>   | Open<br><i>Pono</i>  | Positive<br><i>Whaiwhakaaro</i>   | Community<br><i>Whanaungatanga</i>  |
|---|--|---|---|
| <b>Looking after our people:</b><br>We respect and support each other. Our hospitality and kindness foster better care. | <b>Being sincere:</b><br>We listen, hear and communicate openly and honestly. We treat people how they would like to be treated. | <b>Best action:</b><br>We are thoughtful, bring a positive attitude and are always looking to do things better. | <b>As family:</b><br>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

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| <b>PURPOSE OF ROLE</b>   |
| The key purpose of this role will be to provide leadership for continuous quality improvement within the Southern DHB. The role will involve applying expert experience, knowledge and skills in order to investigate and provide solutions to system problems that improve, quality, productivity and efficiency. |

## Competencies

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

| <b>Organisational Competencies</b> |  |
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| <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.   |
| <b>Management Competencies</b>     |  |
| <b>Interpersonal Savvy</b>         | Relates well to all kinds of people—up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.  |
| <b>Managing Diversity</b>          | 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.   |
| <b>Process Management</b>          | Good at figuring out the process necessary to get things done; knows how to organize 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. |
| <b>Problem Solving</b>             | Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.  |
| <b>Planning</b>                    | Accurately scopes out length and difficulty of task and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals, evaluates results.  |

| <b>KEY RELATIONSHIPS</b>   |   |
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| <b>Within Southern DHB</b>   | <b>External to Southern DHB</b>   |
| Patient Safety & Risk Team<br>Clinical Teams<br>General Managers and Service Managers<br>Directors of Nursing<br>Medical Directors & Clinical Leaders<br>Directors of Allied, Scientific, & Technical<br>Business Analysts<br>Patient Safety & Risk Team<br>Clinical Teams | Patients, families and whanau<br>Other District Health Boards<br>Community and Primary Care Providers<br>Health Quality and Safety Commission<br>Ministry of Health<br>Health Round Table |

## 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>Bachelor level qualification in relevant field</li> </ul>   | <ul style="list-style-type: none"> <li>Post graduate qualification in business, quality or another relevant field</li> <li>Clinical background</li> </ul>   |
| <b>Experience</b>   | <ul style="list-style-type: none"> <li>Experience leading improvement teams</li> <li>Experience coaching, mentoring and facilitating individuals or groups</li> <li>Experience in portfolio management (managing more than one project at a time)</li> <li>Experience applying improvement skills in a large, complex organisation</li> </ul>  | <ul style="list-style-type: none"> <li>Experience applying Lean Six Sigma, IHI or other improvement methodologies</li> <li>Experience applying improvement skills in a health care context</li> </ul> |
| <b>Knowledge and Skills</b>   | <ul style="list-style-type: none"> <li>Expert in applying quality improvement tools and methodologies</li> <li>Proficient in data analysis and creating improvement charts in Microsoft Excel/QI macros/other</li> <li>Proficient in use of PowerPoint to create visual reports of project progress and outcomes</li> <li>Expert knowledge of variation and its impact on organisational systems</li> </ul>  | <ul style="list-style-type: none"> <li>Completed formal training in change management or the psychology of change</li> <li>Completed formal training Quality Improvement</li> </ul>                   |
| <b>Personal Qualities</b>   | <ul style="list-style-type: none"> <li>Willingness to develop and nurture the skills of others</li> <li>Ability to change others' awareness of issues by helping them to look at old problems in new ways</li> <li>Able to excite, inspire and influence others to action</li> <li>Ability to foster and maintain excellent relationships that encourage and support quality improvement at all levels</li> <li>Expert communicator, both verbal and written</li> <li>Highly organised and structured</li> </ul> |   |

### KEY RESULT AREAS:

| Key Accountabilities:  | Example of successful delivery of duties and responsibilities   |
|--|---|
| <b>Provide advice on the direction of quality improvement activities across the organisation</b>   |   |
| <ul style="list-style-type: none"> <li>Provide expertise on allocated 'whole of system' work for the strategic direction of the organisation</li> <li>Support leadership teams to identify and prioritise opportunities for improvement ensuring that improvement projects align with the strategic direction of the organisation</li> <li>Provide advice to leadership teams on project selection, resourcing and sustainability; and take part in decision making around new programmes of work</li> <li>Provide advice to directorate business planning, implementation and monitoring processes</li> </ul> | <ul style="list-style-type: none"> <li>Opportunities for improvement are identified using benchmarking data e.g. through Health Round Table and the Health Quality &amp; Safety Commission</li> <li>Issues of poor performance or risk to patient safety and / or organisational reputation are escalated to the directorate leadership team in a timely manner</li> <li>Opportunities to participate in national campaigns and / or projects are put forward for consideration where appropriate</li> <li>Organisational service plans address issues of poor performance and quality</li> </ul> |

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| <b>Provide leadership for quality improvement activities across the organisation</b>   |  |
| <ul style="list-style-type: none"> <li>• Use data to identify and prioritise opportunities for improvement in collaboration</li> <li>• Engage with clinicians, managers and patients to establish improvement teams</li> <li>• Provide expert quality improvement coaching and mentoring for teams undertaking improvement projects</li> <li>• Work with improvement teams to establish appropriate goals and measures</li> <li>• Ensure sufficient data is collected to enable the improvement team and stakeholders to understand the project progress, outcomes, risks and cost/benefit, as required</li> <li>• Ensure management decisions are based on a clear understanding of variation and its impact on organisational systems</li> </ul> | <ul style="list-style-type: none"> <li>• Problems are appropriately defined and prioritised according to directorate and organisational strategic goals</li> <li>• Quality improvement teams engage the key stakeholder groups for a problem</li> <li>• Appropriate quality improvement methodologies and tools are used</li> <li>• Appropriate visual displays of data are created including those that allow interpretation of variation e.g. using statistical process control</li> <li>• Progress on quality improvement projects is regularly tracked and reported on to project sponsors</li> <li>• Is seen as a leader in quality improvement by clinicians and managers</li> </ul> |
| <b>Contribute to the development of an organisation wide culture of improvement</b>  |  |
| <ul style="list-style-type: none"> <li>• Promote and encourage staff to participate in DHB quality improvement programmes e.g. Improvement Academy and the Quality Improvement Residency Programme</li> <li>• Support the facilitation of DHB quality improvement training programmes</li> <li>• Participate in the evaluation of DHB quality improvement training programmes</li> <li>• Share expert knowledge and ideas with others</li> <li>• Proactively coach, train and / or mentor key stakeholders at every level of the organisation</li> </ul>   | <ul style="list-style-type: none"> <li>• Regular involvement in facilitating and evaluating DHB quality improvement training programmes</li> <li>• Staff within the services are familiar with improvement methodologies and how to apply them</li> <li>• In-service and education sessions are provided where appropriate</li> <li>• Quality improvement coaches and mentors are identified and supported (including potential future coaches and mentors)</li> </ul>   |
| <b>Living Southern DHB Values</b>  |  |
| Proactively demonstrating Southern DHB values in all aspects of the role.  | <ul style="list-style-type: none"> <li>• Demonstrates behaviours that we want to see from each other, at our best.</li> <li>• Contributes positively to a culture of appreciation, a learning culture, where people feel safe to speak up.</li> <li>• Contributes positively to team and other initiatives that seek to improve patient and whanau experiences and/or staffs experience of working.</li> </ul>   |
| <b>Other Duties</b>  |  |
| 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"> <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 SDHB processes and reflects best practice.</li> <li>• Research undertaken is robust and well considered.</li> </ul>  |
| <b>Professional Development – self</b>   |  |
| Identifying areas for personal and professional development.   | <ul style="list-style-type: none"> <li>• Training and development goals are identified/agreed with your manager.</li> <li>• Performance objectives reviewed annual with your manager.</li> <li>• You actively seek feedback and accept constructive criticism.</li> </ul>  |

| 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"> <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>  |
| Treaty of Waitangi   |  |
| <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><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.</li> <li><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.</li> <li><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.</li> </ul> |

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Employee

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Date

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Manager

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Date