

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Clinical Programme Manager (Fixed Term)
Service & Directorate:	Surgical Services & Radiology
Location:	District
Reports to:	General Manager SSRD
DHB Delegation Level:	Tier 6
Number of direct reports:	Nil
Date:	18 November 2024

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

By reporting to the General Manager (GM), the Clinical Programme Manager (CPM) will lead and manage strategically important projects intended to address risk and reduce patient harm.

The Service Manager will, in conjunction with identified stakeholders:

- Support services at risk to identify specific risks and issues contributing to patient harm; identify and (where necessary) support the development of, structures, workflows and other tools to address these.
- Undertake or assist in the completion of critical tasks required to address a specific risk or issue or to achieve an identified goal

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 organization's vision and values.

Area/Role specific requirements:

The objectives of the Clinical Programme Manager are to achieve the delivery of clinical and operational services to the relevant services by:

- Leading the service/unit or assisting the relevant Service/Unit Manager to:
 - Assess, analyse and quantify the problem/opportunity state
 - Collect, develop and propose appropriate responses to problem/opportunity state; offering a range of responses which identifies clinical and non-clinical costs and benefits
 - Develop and implement project plans to address the identified problem/opportunity until project goals are sustainably achieved
 - Lead and/or undertake evaluation (implementation, process, outcome etc) as appropriate
- Providing leadership and management to identified strategic and operational project teams, acting as a role model and fostering a culture of innovation and strategic thinking.
- Activities undertaken by the Clinical Programme Manager will:
 - Support the philosophy and practice of an organisational wide systems approach to service and operational processes.
 - Ensure service delivery is achieved within approved business/activity plans and financial budget
 - Ensure associated human resource management activities are undertaken appropriately for all staff, in conjunction with Professional Leaders where appropriate.
 - Ensures associated capital expenditure planning is robust, forward looking, plant and equipment is maintained, replaced and/or purchased as appropriate to meet expected capacity requirements and within the Delegations of Authority.
 - Ensures internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.
 - Ensures stakeholder voices are heard, including but not limited to mana whenua, maata waka, consumers and staff.
- Providing support to the General Manager role and acting up for the General Manager role as required.

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.
Management Competencies	
Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
Process Management	Good at figuring out the process 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.
Organisational Agility	Knowledgeable about how organisations work; knows how to get things 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.
Building Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/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.
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.

KEY RELATIONSHIPS	
Within Health New Zealand (Southern)	External to Health New Zealand (Southern)
<ul style="list-style-type: none"> • Medical Directors Surgical Services and Radiology 	<ul style="list-style-type: none"> • Patients, families and whānau
<ul style="list-style-type: none"> • Clinical Directors Surgical Services and Radiology 	<ul style="list-style-type: none"> • Other service providers (GP Practices, and NGO)
<ul style="list-style-type: none"> • Planned care manager and team 	<ul style="list-style-type: none"> • Health & Welfare and other external agencies
<ul style="list-style-type: none"> • Nursing/Midwifery Directors & Associates 	<ul style="list-style-type: none"> • Relevant support groups
<ul style="list-style-type: none"> • Allied Health and Scientific & Technical Directors 	<ul style="list-style-type: none"> • University of Otago, School of Medicine, other relevant tertiary education providers.
<ul style="list-style-type: none"> • Professional Leaders 	<ul style="list-style-type: none"> • Professional Colleges and registration bodies
<ul style="list-style-type: none"> • Other Service Managers 	<ul style="list-style-type: none"> • Ministry of Health
<ul style="list-style-type: none"> • Relevant General Managers 	<ul style="list-style-type: none"> • Other relevant HNZ Services
<ul style="list-style-type: none"> • Other Charge Nurse Managers/Unit Managers 	<ul style="list-style-type: none"> • National and regional clinical networks
<ul style="list-style-type: none"> • HNZ Southern wide staff 	<ul style="list-style-type: none"> • Relevant enabling services
<ul style="list-style-type: none"> • Quality, Safety and Risk team 	

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"> • Diploma or bachelor qualification in a relevant field e.g. health or business management. 	<ul style="list-style-type: none"> • Post-graduate qualification in a relevant field.
Experience	<p>At a service level:</p> <ul style="list-style-type: none"> • Demonstrated and proven ability to lead teams. • Proven experience in budgeting. • Proven experience in managing staff. • Proven experience in Capital and Service Improvement activities 	<ul style="list-style-type: none"> • Relevant experience in patient safety, maintaining performance and the application to the health sector.

Knowledge and Skills	<ul style="list-style-type: none"> • Knowledge of the health and disability sector. • Excellent communicator, with a high level of interpersonal skills, with the ability to develop effective relationships both internally and externally. • Strong leadership skills. • Ability to think strategically while managing functional responsibilities on a daily basis. 	
Personal Qualities	<ul style="list-style-type: none"> • Commitment and personal accountability. • Accepts responsibility for actions and the ability to learn. • Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation. • Ability to 'work together' in a helpful and truthful manner. Ability to motivate. • Acts with discretion, sensitivity and integrity at all times. • Is adaptable and flexible – open to change (positive or negative). • Maintains an exceptionally high level of confidentiality. 	

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities	
<p>Business Planning and Service Delivery Lead, plan and implement efficient and effective service delivery processes.</p>		
<ul style="list-style-type: none"> • Lead and facilitate service activity and strategic planning for assigned services in conjunction with the Directorate Leadership and aligned to the planning cycle. • Facilitate service development in line with organisational plans. • Prepare a range of project documents and plans as required, providing regular reports regarding progress against plan. • Meet identified performance requirements, reporting variances and adjusting service delivery arrangements as necessary in conjunction with the GM/project sponsor. • Ensure ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required. • 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 delegations of authority across the services. • Implement and support the philosophy and practice of policies and processes. • Ensure service delivery complies with Health and Disability sector standards and relevant legislation, 	<ul style="list-style-type: none"> • Successful development and implementation of project/other plans. • Evidence of planning alignment with achievement of organizational goals at the appropriate level (local, district, regional, national). • Constructive and effective relationships. • Health and disability services delivered to contract in a timely, efficient and effective manner within the budget parameters. • Care pathways and models of care are regularly monitored and audited. • Monthly reports are generated addressing any variances and corrective actions are stated. 	

<p>and is achieved within approved business plans and financial budgets.</p> <ul style="list-style-type: none"> • Effectively utilise information systems and data for analysis of service delivery activities, development of initiatives and reports. • Prepare complete and accurate business cases / reports within the prescribed time frames including a full analysis of material variances and corrective actions. • Ensure a consumer/patient focus is adopted and maintained at all levels of project planning and delivery. 	
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Staff Management and Planning
 Ensure the service/s is/are appropriately staffed. Best practice human resource standards are met, in conjunction with Professional Leaders where applicable. Effectively lead and manage assigned staff in order to develop and maintain a cohesive and productive team. Ensure effective communication within service.

<ul style="list-style-type: none"> • Ensure project work: <ul style="list-style-type: none"> ○ Utilises available evidence to inform goals. Actions etc ○ Follows an established methodology ○ Is financially sound • Ensure all projects have a communication strategy that facilitates effective and timely communication within and across services. • Model sound human resource practice, and in consultation with Human Resources, facilitate change management as appropriate. 	<ul style="list-style-type: none"> • Development and performance reviews completed annually for all direct reports. • Active professional development programme for staff in place. • Evidence of a team-based approach within the functional groups for who line accountability is held. • Personal development plans documented for reports.
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Financial Management

Achieve budgets for financial year, and develop risk mitigation strategies for unexpected expenditure. Participate in developing and managing annual and three year capital expenditure plan.

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| <ul style="list-style-type: none">• In consultation with the Business Analyst, complete and provide regular reports to General Manager and/or project sponsors if different, on a monthly basis, financial performance, service performance including variations, corrective actions and develop risk mitigating strategies.• Participate in project budgeting and capital expenditure processes with General Manager and Business Analyst.• Ensure capital expenditure planning is robust, plant and equipment is maintained, replaced and or purchased in accordance with Delegations of Authority.• Proactively engage with staff to identify ideas and action plans for service efficiency improvements and cost reduction initiatives.• Review external contracts (as applicable) in a timely manner. Ensure compliance is monitored and expenditure contained. | <ul style="list-style-type: none">• Monthly financial reports are generated addressing any variances and corrective actions are stated.• Annual budgeting processes are completed on time and within provided parameters.• Evidence of engagement of staff to develop service efficiency improvements where relevant.• Compliance monitoring is completed and documented. |
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Quality and Risk Management

Manage service quality and risk programmes. Lead and manage certification and accreditation within services. Foster a quality improvement culture.

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| <ul style="list-style-type: none">• Lead and administer service-wide quality and risk programmes and action plans in accordance with policy.• Ensure internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and active• Ensure compliance with all relevant standards and legislation including health and safety and professional regulations.• Manage service balanced scorecard and report and manage variations.• Lead and manage project health and safety programmes at the appropriate level including audit of hazards and routine reporting of incidents and accidents.• Participate in the service incident reporting and investigation processes, within policies and procedures.• Investigate complaints, incidents and other matters as required, reporting outcomes as required including development of action plans to facilitate service development.• Proactively develop new unit or service guidelines and protocols if required.• Ensure research and/or trial proposals contain complete and comprehensive documentation and that the costs are fully recoverable and the indemnity covers all risks. | <ul style="list-style-type: none">• Quality improvement is understood and imbedded in the way we operate.• Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery.• Balanced scorecard shows evidence of being managed and analysed.• Auditing is completed in a timely manner of all hazards and incidents / accidents to Health and Safety.• Service and organisational risk registers are kept up to date, issues and risk mitigated, participates in organisational risk management activities.• Risk Sensitive Indicators for the service are routinely monitored and appropriate action taken to reduce risk of patient harm when this is identified. |
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<ul style="list-style-type: none"> Support and demonstrate the philosophy and practice of an organisational wide systems approach to service and operational processes. 	
<p>Strategic Management</p> <p>Manage and otherwise contribute to service and other relevant HNZ projects. Lead in the process of change in the organisation and instill a continuous quality improvement culture.</p>	
<ul style="list-style-type: none"> Maintain knowledge of current and emerging strategic priorities for HNZ, Ministry of Health and relevant service grouping specialties. Exercise leadership/managerial oversight/facilitation of assigned focus groups / projects 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. Foster a culture of innovation and strategic thinking Use Balanced Scorecard, incidents, complaints and other KPIs to inform service development and improvement opportunities. 	<ul style="list-style-type: none"> Successful development and implementation of strategic plans/projects. Leadership and management capability is developed
<p>Contribution to Organisational Leadership</p>	
<ul style="list-style-type: none"> Participate collectively with other Managers to provide a collaborative service management function. Lead and assist focus groups/projects that advance issues and strategies of service /organisational priority. Provide support and cover for the other Service Managers within the Directorate when required. Support and act up as General Manager as required/requested. Provide leadership and management to the services, act as a role model for the organisational values. 	<ul style="list-style-type: none"> Leadership and management capability is developed. Cover for Directorate management teams is provided where needed. Live and support organizational values in everything you do.
<p>Other Duties</p>	
<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 HNZ processes and reflects best practice. Research undertaken is robust and well considered.
<p>Professional Development – self</p>	
<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. Performance objectives reviewed annual with your manager. You actively seek feedback and accept constructive criticism.
<p>Health, Safety and Wellbeing</p>	
<ul style="list-style-type: none"> Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance 	<ul style="list-style-type: none"> You understand and consistently meet your obligations under Health New Zealand’s Health and Safety policy/procedures.

<p>with Health New Zealand’s Health, Safety and Wellbeing policies, procedures and systems.</p>	<ul style="list-style-type: none"> • 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 Pae Ora (Healthy Futures) Act 2022 in New Zealand requires the health sector to be guided by principles that are underpinned by Te Tiriti o Waitangi:</p> <ul style="list-style-type: none"> • Tino rangatiratanga: Self-determination • Ōritetanga: Equity • Whakamaru: Active protection • Kōwhiringa: Options • Pātuitanga: Partnership 	<p>You will act to facilitate your services and where possible the health system to:</p> <ul style="list-style-type: none"> • be equitable • engage with Māori, population groups, and others to reflect their needs and aspirations • provide opportunities for Māori to exercise decision-making authority • provide choice of quality services to Māori and other population groups • protect and promote people’s health and wellbeing.

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