

POSITION DESCRIPTION

POSITION: Manager – Older Persons Mental Health (OPMH)

RESPONSIBLE TO: General Manager, Mental Health & Addictions

FUNCTIONAL RELATIONSHIPS: Service Managers MH&A
External Agencies
Hospital Specialty Services

Health New Zealand | Te Whatu Ora Nelson Marlborough

Our vision | Tō tātou manako: All people live well, get well, stay well. *Kaiao te tini, ka ora te mano, ka noho ora te nuinga.*

Our mission | Tō tātou kaupapa: Working with the people of our community to promote, encourage and enable their health, wellbeing and independence. *Kei te mahitahi tātou hei whakapiki te oranga me te motuhaketanga o to tatou hapori.*

Our Values – Ō tātou whanonga pono

Respect | Manaakitanga: We care about, and will be responsive to, the needs of our diverse people, communities and staff. *Kia horahia te manaakitanga ki ngā iwi katoa me ngā hāpori, kaimahi hoki.*

Innovation | Auaha: We will provide an environment where people can challenge current processes and generate new ways of working and learning. *Kia auaha me whakahoutia i ngā pūkenga ākongā, me ngā mahi ki tēnei hāpori.*

Teamwork | Whakarāmemene: We create an environment where teams flourish and connect across the organisation for the best possible outcome. *Kia whakarāmemene i ngā kaipupuni hauora katoa.*

Integrity | Ngākau tapatahi: We support an environment which expects openness and honesty in all our dealings and maintains the highest integrity at all times. *Kia taea i te ngākau tapatahi i runga i te tika me te pono i ngā mahi katoa.*

PURPOSE OF THE POSITION

To promote and facilitate optimal mental health for older persons and whānau by ensuring a responsive and engaging operational service respecting Human Rights, individuality, privacy and cultural differences.

The Manager of Older Persons Mental Health is a member of the senior management and leadership team for Mental Health & Addictions, supporting the General Manager, Mental Health & Addictions to operationalise the core values of the organisation, and plays a pivotal role in meeting broader organisational imperatives.

This is a Senior Leadership role and is expected to:

- Work in partnership with clinical leadership and provide support
- Coordinate conflicting demands and manage resources and processes to optimise efficiency
- Ensure strong linkages district-wide for service development and quality improvement initiatives to meet the needs of clients and whānau
- Develop Integrated Models of Care with key stakeholders to ensure a seamless pathway of care for service users and families
- Develop Multidisciplinary Team (MDT) processes and systems
- Support admission and discharge processes with inpatients, both secondary and tertiary.
- Take a system-wide approach to improving service delivery by having strong working relationships across specialist services, community, primary care, NGOs and tertiary centres
- Collaborate with cross sector partners, such as Aged Related Residential Care facilities (ARRC) etc.
- Enhance our response to achieving Equally Well outcomes for clients.

The services and functions for which this position must plan, direct, manage, and monitor include:

- Older Persons Mental Health Clinical Coordinators and staff
- Older Persons Mental Health Inpatient Admission Unit
- Older Persons Mental Health Community Team
- Take a leadership role in service development and system improvement with external agencies.

This role will also work closely with the rest of the leadership team in Mental Health and Addictions Services to ensure consistent processes for assessment, triage, care planning, and models of care are in place.

INTEGRATION PROGRAMME

This role is a pivotal role for mental health and addictions services to support our integration programme.

The vision for our programme is:

Working together for mental wellbeing

Aim:

Working with people of our community to promote, encourage and enable their health, wellbeing and independence by providing flexible responsive integrated mental health and addictions services

This role has been designed for an experienced leader with clinical background who has excellent skills in relationship development and networking.

The successful candidate will have proven clinical and management expertise, to support our system to be better integrated to improve our ability to be responsive, holistic, person centred and recovery focussed. They must demonstrate an awareness of the wider social determinants of health. They will ensure their contributions support the strengthening our system-wide priorities, as listed below.

MH&A system-wide integration priorities

Achieve **Equity** and strengthen the **Equally Well** commitment by supporting district-wide access to safe and effective person-centred care to reduce inequity and maximise wellbeing.

People and whānau are essential members of the care team.

We take a **whole of person** approach by ensuring strong intra and inter sectoral relationships to ensure people access the range of support available to achieve recovery and optimal outcomes.

We work as **one team** with person centred plans, assisted by appropriate sharing of information and innovative technology solutions.

We support a diverse workforce that is recovery focussed, fosters independence, and is well connected, to ensure we **build trust**, respect and confidence.



Supporting and monitoring our services to be integrated, flexible and responsive and a **high performing** network of people and agencies.

This position may be required to work across primary, community and secondary services as part of the delivery of an integrated Mental Health and Addictions model of care for Nelson Marlborough. Including working across agencies with our cross-sector partners.

RESPONSIBILITIES	EXPECTED OUTCOMES
Service Operational Support	<p>To provide a professional, high-quality service for all consumers and whānau:</p> <ul style="list-style-type: none"> • Ensure that the OPMH services provided comply with the Mental Health Standards and contractual requirements. • Support admission and discharge processes with inpatients. • Ensure service coverage through maintenance of appropriate rosters. • Systems and processes are in place to ensure the service can provide effective and high-quality care. • Ensure documentation is compliant with Standards. • Proactively participate in appropriate planning to ensure effective service delivery. • Ensure that collaborative working relationships are maintained among staff members, consumers and whānau. • Work in partnership with Mental Health Managers, Clinical Coordinators and Clinical Leads to facilitate operational support and processes to enable efficient and effective service delivery. • Ensure, where appropriate, whānau is involved in consumer treatment. • Provide information and education to consumers and whānau. • Systems and process are in place to ensure that the services provide reports in an accurate, relevant and timely manner. • Monthly report is completed for General Manager.
Staff Management	<p>To ensure effective team and staff management:</p> <ul style="list-style-type: none"> • Manages the recruitment and selection of staff for the department. • Influences and persuades to gain consensus, resolve issues and get results. • Manages group dynamics using diplomacy and tact. • Annual objectives and standards of performance are established for all staff who report to this position. • All staff will have their performance reviewed yearly with the appropriate training and development goals agreed. Ensure Professional Lead roles are involved as able. • Staff are orientated to their roles and working environment and are encouraged to take appropriate responsibility for updating their skills and knowledge. • Staff meetings are held regularly ie MDT • Information is relayed in a timely fashion to/from staff and management. • Knowledge is maintained and updated on employee contracts. • Delegation to other staff of responsibility/tasks within the delegated authority of this position. • Active measures are taken to resolve any conflict.

Learning & Development	<p>To ensure competency and knowledge of the team:</p> <ul style="list-style-type: none"> • Staff training needs are identified and conveyed to the General Manager and PAC (Professional Advisors Committee). • Skills/ Training inventory is kept current. • Consult as appropriate with the Professional Leaders on recruitment, shared training and development issues. • Staff are aware and sensitive to biculturalism and multiculturalism issues. • Liaison with the training facilitators is maintained. • Maintain personal development by undertaking continuing education as appropriate.
Resource Management	<p>To ensure effective resource management:</p> <ul style="list-style-type: none"> • Annual operating budgets are prepared, and the service operates within the budget set. • Capital equipment requirements are proactively planned and prioritised and that an annual capital programme is determined each year. • Ensure regular reviews of the service to ensure cost effectiveness. • Ensure rostering is safe and cost effective. • Maintenance issues are identified and addressed as required. • Income generating possibilities are investigated and reported on as appropriate. • Efficiencies are identified and maintained as appropriate, inefficiencies are remedied. • Ensure quotes for any work be the most cost effective available.
Quality Assurance	<p>To ensure an effective and current Quality Programme:</p> <ul style="list-style-type: none"> • Participate in Mental Health Service Quality Assurance meetings. • Develop and maintain a Quality Assurance Programme with the support of the Information and performance Facilitator, and the Quality and Reporting teams. • Ensure that the service demonstrates a commitment to quality principles and continuous improvement and to ensure compliance with Mental Health Standards and Ministry of Health Guidelines. • Ensure consumer and whānau focus is maintained by working with the consumer advisor, consumers and whānau advisors. • Measure consumer and whānau satisfaction with the view of using this to enhance the service delivery and to shape policy. • Measure staff satisfaction and use for service planning. • Discharge plans are implemented and monitored. • Information is provided for consumers/whānau/referrers/ caregivers/advocates as appropriate.
Planning & Development	<p>To proactively ensure the planning and development of the service:</p> <ul style="list-style-type: none"> • Ensure knowledge of current contract. • Management meetings are attended. • The yearly business plan is developed for the service. • Proactive engagement in the annual planning process for the organisation. • Regularly plan and review the policies and procedures that are in place. • Organise the quarterly planning meetings for the service staff and ensure action planning implemented.

Liaison	<p>Ensure liaison with all other Mental Health Managers:</p> <ul style="list-style-type: none"> • Ongoing liaison is maintained with all Managers in relation to consumers and mutual concerns. • Appropriate and relevant information to be provided to other Managers as required. • Inter-service protocols are updated and reviewed regularly. • Ensure close liaison with unions • Foster close working relationship with external agencies such as, ARRC, General Practice and relevant NGOs.
Professional Development	<ul style="list-style-type: none"> • Participates in annual performance review process including review of performance goals and identification of areas for professional development.
Quality Improvement	<ul style="list-style-type: none"> • Participates in quality improvement processes in your area of work. • A quality, customer-focused service is provided at all times, which follows best practice
General	<ul style="list-style-type: none"> • Other duties as negotiated with your Manager • Meets obligations contained in Appendix 1 & 2.

CAPABILITY PROFILE

Solid performance in the role requires demonstration of the following capabilities and competencies. These provide a framework for selection and development.

Capability	Competencies	Behaviours
Displays self knowledge	<ul style="list-style-type: none"> Shows self control and deals effectively with pressure 	<ul style="list-style-type: none"> Knowledge of preferred leadership and professional career pathways Understands how to identify and manage stress Deals effectively with issues, problems and conflict Maintains calm when confronted by the unexpected Respects and manages differences between own and other's values and perspectives Responds to differences with sensitivity Encourages teams and operational areas to collaborate and build effective ways of work with each other Recognises and addresses issues and problems that impact on goal attainment and cooperation
Establish the change imperative	<ul style="list-style-type: none"> Lead change planning and processes 	<ul style="list-style-type: none"> Knowledge of the organisation's change framework and tools Plans and executes process-level change within a formal planning framework Designs change plans for a team or a clinical/ operational process area Advocates for a team or a clinical or operational process area during change planning processes Establishes clear targets and identifies actions required to achieve goals within required timescales Reconciles conflicting priorities in order to achieve required change outcomes Removes process-level barriers to change Monitors and reviews change planning and reporting process
Build relationships and mobilise support	<ul style="list-style-type: none"> Build relationships and navigate organisational politics 	<ul style="list-style-type: none"> Understands the organisation's decision-making hierarchy Knows the key gatekeepers and decision makers in the organisation Navigates organisational politics Establishes relationships based on mutual goals and purpose Analyses the importance of specific stakeholders Manages key stakeholder relationships Takes action to show stakeholders how their support can achieve mutually beneficial outcomes Leverages internal and external relationships to secure support for specific actions or outcomes Acts proactively to build mutually positive relationships and outcomes

Capability	Competencies	Behaviours
Thinks and acts strategically	<ul style="list-style-type: none"> Articulate medium-term priorities and vision 	<ul style="list-style-type: none"> Knowledge of the planning and reporting process in the organisation Works with employees, stakeholders and peers to develop medium-term priorities and vision Advocates for and seeks endorsement for medium-term plans and goals Considers medium-term constraints and opportunities within own area that may impact on performance Prioritises activities in terms of what will deliver greater medium-term organisational and customer benefit Confirms and allocates resource requirements sufficient to achieve plans and budget targets Knows how to set aspirational goals that extend performance Sets and communicates realistic and medium-term goals and indicators
Communicate a vision and sense of purpose	<ul style="list-style-type: none"> Lead operations to achieve medium-term priorities and vision 	<ul style="list-style-type: none"> Leads processes to determine the medium-term priorities and goals Communicates a vision of the future being targeted Plans operations and sets medium-term goals priorities that support the organisations planned outcomes Takes broad vision and translates this into actions at a team or operational level Manages risk associated with plans and team activities Communicates 'wins' to maintain momentum behind medium-term plans Provides sound data and reasons to support planned actions
Empowers others to act	<ul style="list-style-type: none"> Resolve conflict and remove barriers to action 	<ul style="list-style-type: none"> Understands the individual motives and drivers that may cause conflict or prevent team members working towards agreed goals Identifies and resolves conflict within a team setting Encourages feedback and input from others in the decision-making process Listens to and actions feedback from others Coaches' others to address barriers to action that may derive from an individual's lack of competence or motivation Allocates resources and capabilities required to achieve task completion Monitors and adjusts actions to meet customer and operational needs Collects and reviews professional and clinical information to gauge progress and effectiveness of actions

Capability	Competencies	Behaviours
Stimulate innovation and create immediate wins	<ul style="list-style-type: none"> Lead innovation and creative processes 	<ul style="list-style-type: none"> Knowledge of the innovation process and barriers Understanding of different ways people think Creates a climate that fosters and encourages innovation and change Builds teams with an appropriate mix of thinking and skills Champions breakthrough thinking and practices Identifies and sponsors innovative effort where it can generate benefit within a process or customer context Leads information sharing and creative collaboration within and across processes or teams
Consolidate and continuously improve on strategic direction	<ul style="list-style-type: none"> Consolidate improvements and remove barriers to change 	<ul style="list-style-type: none"> Knows how to implement process improvement Understands a range of quality approaches Knowledge of how to write standards Critically appraises current activities and considers how they can be re-designed to better meet medium-term goals and indicators Seeks opportunities to continually improve operations, care and service systems, processes and results Ensures change plans and new initiatives have an enduring focus on improving customer outcomes and patient care Assesses and accurately treats risks associated with change Sets change priorities that achieve high impact and, where possible, early wins to build momentum
Foster a positive culture	<ul style="list-style-type: none"> Foster collaboration across functions 	<ul style="list-style-type: none"> Understands the culture will grow through communication and involvement of individuals that may come from a range of cultural, professional, functional and geographic locations Leads and acts in an ethical manner consistent with the organisation's values and beliefs Promotes collaboration to attain team and functional outcomes Accesses multiple sources inside and outside the organisation to inform decision making processes Encourages communication and participative working arrangement with other teams or areas of operation Accesses experts as required to make informed decisions Recognises the complex interactions that occur between different functions and areas of operation within the organisation Encourages collaborative practices that are consistent with the organisation's overall vision and strategy and the needs and interests of stakeholders

PERSON SPECIFICATION

QUALIFICATIONS

- A current tertiary qualification in one of the health professions is essential
- Post graduate qualification in a relevant field is desirable
- Current full driver's licence

EXPERIENCE

- Relevant and recent experience in Mental Health is essential (at least 5 years)
- Significant, and recent, experience in managing and motivating a team is essential
- Demonstratable skills in developing strong working relationships with colleagues in other departments and with external agencies
- Knowledge of basic accounting principles and experience of budget management

KNOWLEDGE AND SKILLS

- Knowledge of group dynamics
- Effective communication and interpersonal skills
- Knowledge of all relevant legislation and standards, including:
 - *Health & Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations (1996)*
 - *Privacy Act (1993) and Health Information Privacy Code (1994)*
 - *Health and Safety at Work Act (2015)*
 - *Vulnerable Children Act (2014)*
 - *Mental Health (Compulsory Assessment and Treatment) Amendment Act (2016)*
 - *Other legislation as it applies to OPMH*
- Show knowledge of and a commitment to the principles of the Treaty of Waitangi
- Well developed negotiation and strategic planning skills
- Business and organisational acumen
- Excellent time management
- Intermediate knowledge of Microsoft Office applications i.e.: Word, Excel, PowerPoint and Outlook
- Keeps up to date with available information technology relevant to position
- Understands and complies with Health NZ Information Technology policies

PERSONAL ATTRIBUTES

- Open and flexible approach
- A commitment to continuous improvement
- Knowledge and respect of confidentiality
- Self-motivation
- Initiative and ability to investigate and resolve varied problems
- Ability to influence and persuade colleagues, team and senior management
- A commitment to personal and professional development
- A non-judgmental approach
- Ability to relate to a wide variety of health professionals
- Flexibility with the ability to adapt to a changing work environment
- Ability to work co-operatively within a team
- Qualities of respect, empathy, sensitivity, creativity and a sense of humour
- Ability to supervise and/or mentor
- Ability to be decisive and directive as required

APPENDIX 1

General Responsibilities of an Employee of Health NZ | Te Whatu Ora Nelson Marlborough

1. Professional Responsibilities

As an employee of Health NZ Nelson Marlborough, you are required to:

- Maintain any qualifications, including registrations and practising certificates, required for legal and safe practice.
- Keep yourself up to date on knowledge, best practices and legislation relating to your work.
- Make a personal contribution towards effective and efficient working relationships within your team and with other Health NZ Nelson Marlborough departments.
- Ensure you carry out your work in a way that is customer-focused and meets professional standards.
- In conjunction with your manager, identify your own training needs and plan to meet these needs.
- Manage your own time and prioritise your work effectively.

2. Health, Safety and Wellbeing

- Compliance with all health and safety legislative requirements.
- Compliance with the ACC Partnership Programme requirements.
- Compliance with all organisation-wide health and safety policies and procedures.
- Compliance with the Health and Safety Manual, any relevant chemical information and the emergency plan.
- Work is carried out in a healthy and safe manner and others are encouraged and assisted to work in the same way.
- Unsafe workplace conditions/practices (hazards) are identified, reported and mitigated/rectified early.
- Knowledge of identified hazards is kept up to date.
- Reportable event form is completed (via *Safety First*) for any accident or injury which has taken place at work, ensuring, in the case of injury, that your supervisor or manager is notified within 24 hours.
- Co-operation, support and promotion of occupational health and safety actions and initiatives in the workplace.

3. Right to Raise Concerns

- All employees of Health NZ Nelson Marlborough are expected and encouraged to immediately ask questions and raise any concerns/issues with their colleagues at their place of work, particularly if the care of a patient could potentially be compromised.
- All staff are expected to act professionally and to actively listen to the concerns or opinions of others being raised at the time.

4. Child Wellbeing and Protection

- Health NZ Nelson Marlborough is committed to identifying, supporting and protecting vulnerable children. The prevention of abuse and enhancing the wellbeing of children and their families aims to keep vulnerable children safe before they come to harm so they can thrive, achieve and belong. As an employee you are required to comply with all relevant legislation e.g. the Vulnerable Children Act 2014 and the Children, Young Persons and their Families Act 1989. You are also required to:
- Contribute to and support the organisation's strong commitment to a child centred approach to protect children across the region.
- Act at all times in the best interest of the children and young people, putting their interests first.
- Ensure collaborative working practices and recording and sharing of information to address abuse, suspected abuse or disclosure of abuse in a timely and appropriate fashion.

5. Legislation, Regulations and Board Policies

You are required to be familiar with and adhere to the provisions of:

- All relevant acts and regulations
- All Board, hospital and department policies
- All relevant procedure manuals
- The “Employee Obligations” within Health NZ Nelson Marlborough’s Disciplinary Policy.

6. Confidentiality

You are required to:

- Adhere to the Privacy Act 1993, the Health Information Privacy Code 1994 and subsequent amendments in regard to the non-disclosure of information.
- Maintain strict confidentiality of patient, applicant and employee information at all times.

7. Risk Management

You are required to:

- Support and promote actions and initiatives in your work area which enable risks to be identified and eliminated or reduced.
- Be especially aware of those risks which have high cost or safety implications.
- Complete an accident/incident report for any accident, incident or near miss which has taken place at work.
- Respond to complaints according to appropriate policies.

8. Security

You are required to:

- Wear your identification badge at all times when on site or when carrying out official duties.
- Notify Human Resources of any changes required for your ID badge.
- Report any suspicious or unusual occurrence to the security officer, orderly or telephone operator.
- Complete an incident report for any incident which has or might have compromised the safety of staff, patients and visitors.

9. Treaty of Waitangi

Health NZ Nelson Marlborough is committed to its obligations under the Treaty of Waitangi. As an employee you are required to give effect to the principles of the Treaty of Waitangi: Partnership, Participation and Protection.

10. Smokefree

Health NZ Nelson Marlborough is a Smokefree Organisation. This applies to all staff and contractors working within Health NZ Nelson Marlborough buildings, grounds and vehicles. Staff are required to comply with the policy and ensure all visitors, patients and others are informed of the policy. This also applies to Health NZ Nelson Marlborough staff employed on Board business in the community.

APPENDIX 2

The preferred candidate is required to complete a Pre-Employment Health Questionnaire. The table below outlines the tests to be carried out - depending on the nature of the position applied for.

Condition	Information to include in Position Description
TB Active	No person with active pulmonary or laryngeal tuberculosis (TB) is allowed to be at work in Health NZ Nelson Marlborough
TB Latent	Staff who expect to have contact with patients or infectious materials must have assessment of previous TB exposure at the time of employment
BBV	No person who is susceptible to hepatitis B is allowed to have contact with patients or human materials (e.g., blood) unless they have taken part or agree to take part in a blood-borne virus education, prevention and vaccination program
MRSA	No person colonised or infected with methicillin-resistant <i>Staphylococcus aureus</i> (MRSA) is allowed to work in clinical areas ¹ New staff who will be working in clinical areas should be screened for MRSA if they have: <ul style="list-style-type: none">• a chronic skin condition• been working in an overseas healthcare facility in the last year• been MRSA-positive in the last year
Skin	No person with a skin condition that by virtue of its site and type could be an infection risk is allowed to have contact with patients, food, microbiology samples or sterile items
Measles/Rubella	No person who is susceptible to measles or rubella is allowed to have contact with pregnant women.
VZV	No person susceptible to varicella-zoster virus (chickenpox) is allowed to have contact with newborn babies or pregnant women
EPP	No person who has detectable hepatitis B e antigen or high levels of hepatitis B virus DNA in their serum is allowed to undertake or assist with exposure-prone surgical procedures ²

¹Clinical areas include inpatient medical and surgical wards (includes Medical Units, AT&R Units, Surgical Wards, Paediatrics, Day Stay, Neonates and Women's Health). Screening does not apply to staff working in outpatient areas (e.g., clinics, Radiology, Respiratory Function lab) or in DSS, Mental Health or Drug and Alcohol services (transmission of MRSA is less likely and infection is rare in these sites.)

²Exposure-prone surgical procedure = a procedure where there is the potential for direct contact between the skin (usually finger or thumb) of the health care worker and sharp surgical instruments, needles, or sharp tissues (spicules of bone or teeth) in a blind or highly confined anatomic site such as a body cavity or in poorly visualised and/or confined body sites. Such sites include body cavities encountered during emergency and trauma procedures, abdominal, cardiothoracic, obstetric/gynaecological, orthopaedic and oral surgery.