

POSITION DESCRIPTION

POSITION: Team Leader - Clinical Support

RESPONSIBLE TO: Service Manager - Clinical Support

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 ākonga, 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 ngakau tapatahi i runga i te tika me te pono i ngā mahi katoa.*

CONTEXT THAT THIS POSITION OPERATES WITHIN

Health New Zealand (Nelson Marlborough) is responsible for the effective delivery of health services to the people of Nelson, Tasman and Marlborough. This includes hospital-based services, community based services and referrals to appropriate tertiary centres.

A holistic approach to integrating systems is required as Health New Zealand faces a number of challenges including an aging population, financial pressures and maintaining base hospital services in Nelson and Blenheim.

The management structure of Health New Zealand comprises a range of departments of which the Clinical Services area is one, headed by a General Manager (GM). The GM is supported by a number of Service Managers, including the Service Manager (SM) - Clinical Support.

Each of the areas must work closely to ensure there is a co-ordinated and effective health service across the District.

This role is a significant leadership position in the fourth tier of management in the organisation, and reports directly to the SM - Clinical Support. The role will contribute fully as a member of the Leadership Team within Clinical Support and will work collegially with other Team Leaders and all staff to ensure the delivery of quality healthcare across Health New Zealand Te Whatu Ora.

The aim of Clinical Support is to provide a seamless and efficient patient journey by achieving commonalities in systems and efficiencies across a range of different disciplines. Team Leaders will be responsible for motivating staff and leading change to achieve high performing teams that are flexible and self-supporting. Team Leaders will effectively manage available resources and will provide visible leadership to anticipate and mitigate clinical risk. As the position has both a leadership and operational component, the position holder may be required to carry out the role of team members who are absent.

VISION FOR CLINICAL SUPPORT SERVICES

A high quality, consumer focused, sustainable and flexible administration service, which has the capacity and capability to meet the complex needs of the health system.*

*Consumer – relates in this context to patients, whanau, clinical staff and departments.

PURPOSE OF THE POSITION

- To provide leadership, management and operational support to designated teams within the Clinical Support services area
- To actively participate in and be a member of the Clinical Support Leadership Team
- To work collegially with other Team Leaders across the service and across Health New Zealand
- To co-ordinate team functions and to provide an efficient and effective service to Stakeholders at all times
- To co-ordinate resources within the team to ensure staff levels are appropriate to operate the service
- To ensure confidentiality of patient information by supporting Health New Zealand Te Whatu Ora and departmental policies and procedures
- To ensure all tasks assigned are completed within the expected time frame
- To provide operational support to the team according to service need.

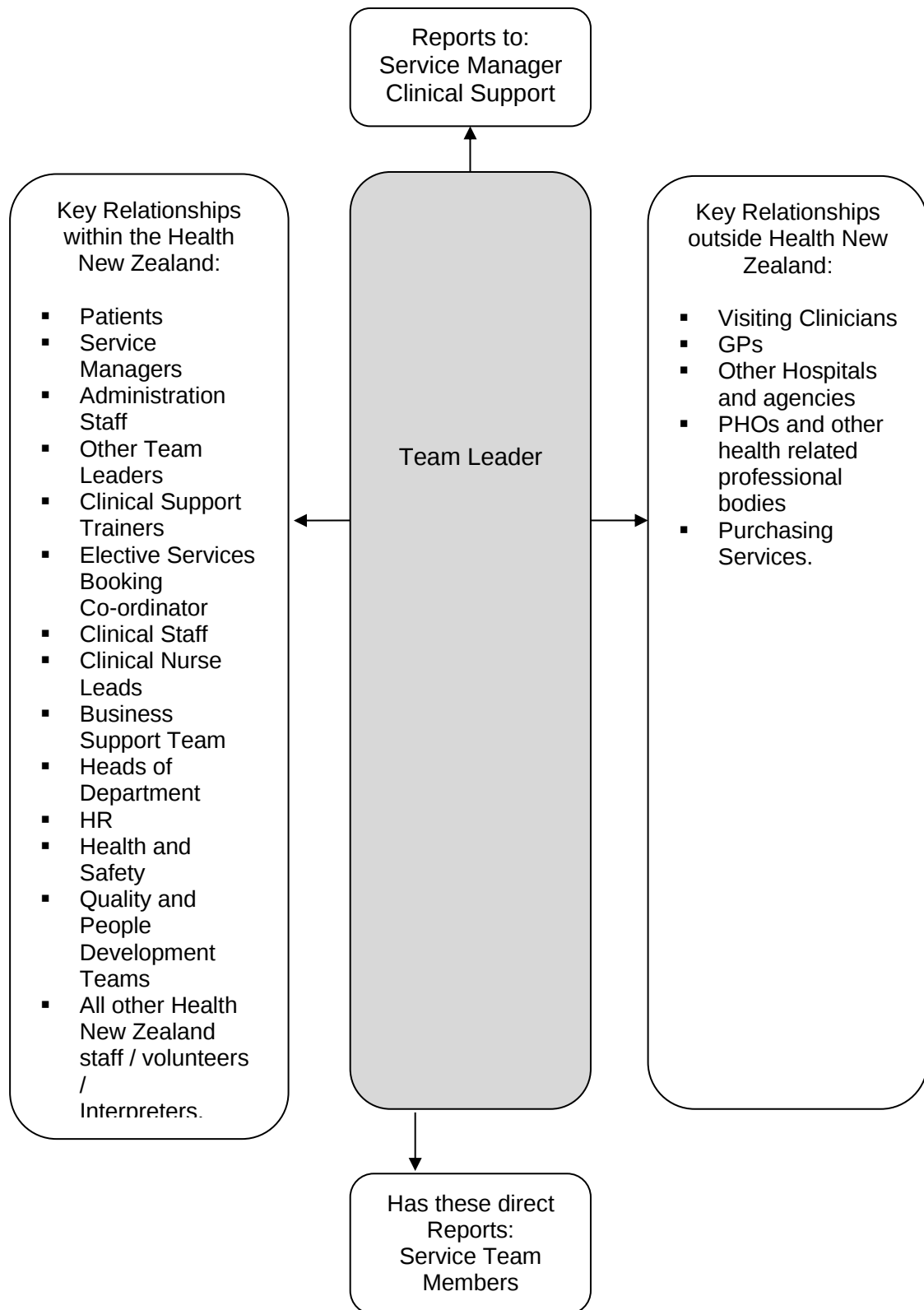
KEY ACCOUNTABILITIES

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators / Measures</i>
1. Leadership	• Build and maintain an effective and positive team culture • Articulate and reinforce the need for a team-based approach with clinicians, nurses and admin staff to achieve outcomes • Foster a culture of continuous improvement • Support and inspire individuals and teams to work towards a common goal • Coaches, develops and mentors others • Participate as part of the team carrying an operational workload as required (to ensure that current practices are understood and communicated to maintain quality standards) • Assist with the development and implementation of effective standards and policies to meet the changing needs of the service • Maintain a high standard of practice at all times • Enable cross and up-skilling of staff • The core values of Health NZ Nelson Marlborough (Teamwork, Integrity, Respect and Innovation) are demonstrated in day to day interaction with others.	• Team charter developed and adhered to • Effective working relationships with all key personnel • Individual performance goals • Team goals.
2. Accountability for Performance	• Takes personal responsibility for achieving personal and team goals and targets within their control • Use their time effectively to achieve desired outcomes • Promotes accountability in others • Accepts responsibility for own actions and decisions.	• Evidence of effective and efficient team performance and dynamics • Team meets and/or exceeds reasonable performance targets • Demonstrate drive and commitment.
3. Building Partnerships	• Work co-operatively with others to achieve desired outcomes • Actively networks to create and maintain relationships • Inspire trust amongst all Stakeholders in order to share information and co-ordinate action effectively.	• Evidence of effective working relationships • Evidence of knowledge sharing and skill transfer within teams • Feedback from other stakeholders.

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators / Measures</i>
4. Service Effectiveness	• Sets clear objectives • Plan and prioritise • Work with the team to ensure targets are met and daily tasks are co-ordinated, understood, and completed • Manage adequate staff level • Liaise with the SM in the effective utilisation of relief staff • Manage performance issues effectively • Recruitment of new staff as required • Manage performance using Health New Zealand performance management and performance appraisal process • Develop and maintain team operating procedures • Work with Clinical Support Trainers to maintain an orientation and training plan for all new staff • Provide second level support to users of the Patient Management System (PAS), and additional support in times of absence by the relevant application administrator or trainer • Conduct service-specific training on systems as required.	• Elective Services Patient-flow Indicators (ESPI) targets achieved • Rosters available within Actor • Sick leave within acceptable limits • Performance appraisals and leave management plans in place for all staff • Individual development plans discussed and agreed with staff • Recruitment and selection of new staff is compliant with HR policy • All new staff have an appropriate induction, orientation and on-going training plan • All staff competent in use of relevant Health New Zealand systems • Nil avoidable mistakes in entering of patient related information • Attendance at relevant training on new PAS and HCS • Desk file maintained • No confidentiality breaches.
5. Budget Management	• Assist in the preparation of annual operating budgets • Ensure that capital equipment requirements are planned and prioritised and that an annual capital programme is determined • Ensure regular review of staffing practices to ensure cost effectiveness within the service, and across the region.	• Contribution to budget process • Business cases or purchase requests include cost/benefit analysis • Reviews of team expenditure and savings identified.
6. Change Management	• Apply change management principles and methodologies.	• Changes implemented by team • Evidence of promotion of change in discussions with peers, team members and departments.
7. Quality Improvement	• Undertake improvement project facilitation work as appropriate with other departments in Health New Zealand. • Seek opportunities to reduce wastage in time and effort and to improve efficiency in work flow • Identify training opportunities as they arise and follow these	• Process improvements made • A quality, customer-focused service is provided at all times, which follows best practice.

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	through in conjunction with Service Manager and Clinical Support Trainers • Monitor employee performance and engage in frequent discussions about performance and development.	
8. Monitor and Report	• Support the SM to ensure systems meet internal and external reporting requirements • Provide feedback to SM on clerical issues on a regular basis in the form of written performance reports.	• Reports and measures appropriate for service • Reports are provided on time and as required.
9. Personal Development	• Ensure own knowledge and skills are maintained and advanced • Maintain currency with Health New Zealand policies and procedures • Maintain competence in PAS and Clinical Intranet in order to act as an expert point of reference for clerical staff.	• Evidence of courses, training or personal development. • Participates in annual performance review process including review of performance goals and identification of areas for professional development.
10. Customer Service	• Patient-centred care is the core philosophy around which all work is organised • The vision for Clinical Support service is used as the guide for all transactions.	• Service feedback indicates a consistent effort towards providing exceptional customer service • Changes in staff behaviours after attending customer service training. • A quality customer focused service is provided at all times, using best practice.
11. General	• Compliance with legislation and Health New Zealand Te Whatu Ora policy • Other duties as reasonably directed by your manager • Meet obligations contained in Appendix 1 & 2.	• Compliance demonstrated.

KEY RELATIONSHIPS & AUTHORITIES



FINANCIAL DELEGATION

- \$1,000.00

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	• Actively seeks feedback and opportunities to improve	• Understands when to use a range of leadership styles appropriate to different people and situations • Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations • Investigates research and information from others that may add to personal knowledge • Masters new professional, technical and business knowledge and continually looks to improve personal performance • Identifies sources of stress that affect personal performance and manages them effectively • Undertakes assessment of potential and discusses with senior leaders possible development and career options
Establish the change imperative	• Manage change	• Knowledge of the behaviours typically displayed at each stage in the change process • Clarifies change roles and responsibilities • Confirms and communicates change goals and indicators • Recognises resistance or conflict resulting from change and works with all parties to ensure attainment of the agreed goals and outcomes • Coaches and provides feedback in a consistent manner • Tracks and reports progress against milestones in the change plan • Manages resources required to achieve the change plan • Evaluates progress and recommends actions to improve outcomes
Build relationships and mobilise support	• Communicate and influence others	• Knowledge of people and organisations that can support the team or visa-versa • Knowledge of the advantages of different influencing strategies and which one would be the most appropriate in a given situation • Is aware of others' views/reactions, and adapts communication approach accordingly • Identified needs and imperatives of key internal stakeholders • Develops a stakeholder communication plan • Uses influencing approaches to build commitment • Raises awareness and influences stakeholders required to support specific actions • Identifies and consciously maintains a network of contacts

Capability	Competencies	Behaviours
Thinks and acts strategically	Identify short-term opportunities	- Knowledge of the values, motivations and emotions influencing the work team - Intellectual capacity to understand and address short-term opportunities - Analyses short-term constraints and opportunities within work area that may impact on performance - Translates organisational vision and values into short-term actions that deliver quality results - Clarifies and confirms relevance of strategic information and data to setting goals in own work area - Prioritises activities in terms of what will deliver greater short-term organisational and customer benefit - Sets short-term plans and goals and indicators
Communicate a vision and sense of purpose	Lead others to achieve, agree vision and goals	- Understands the aims and rationale behind the organisation's vision and values - Reinforces the imperative to sustain commitment to an agreed direction - Communicates effectively with people at all levels, demonstrating openness and honesty - Takes a future view that can be communicated to others - Communicates purpose with clarity and confirms understanding by seeking feedback from the audience
Empowers others to act	Build Rapport and empower others	- Aware of the need to be non-judgemental - Communicates in an open and honest manner - Has empathy for the feelings of others - Builds rapport with others - Builds trust within a team and its members - Actively coaches and encourages feedback from others - Acts with integrity - Defends collective decisions and underpinning beliefs or motivation
Stimulate innovation and create immediate wins	Model and cultivate innovation and creative practices	- Motivates team members to identify ideas for new practices and/or service - Displays support for developing and testing new ideas and concepts - Encourages and fosters the creativity of team members - Encourages team members to share, discuss and work together in developing initial ideas - Filters and objectively assesses ideas suggested by team members - Supports and integrates viable ideas within own area of responsibility - Recommends and promotes ideas and innovations to others where they fall outside area of responsibility

Capability	Competencies	Behaviours
Consolidate & continuously improve on strategic direction	• Consolidate improvements and remove barriers to change	• Understands a range of improvement techniques and approaches • Establishes aspirational goals for individual and team performance improvement • Analyses and continually improves processes • Consolidates and leverages gains to produce longer-term change • Removes barriers to implementing new practice and change • Encourages and inspires people to overcome resistance to change • Follows up on improvement initiatives to ensure planned results are achieved within agreed financial and time constraints • Ensures goal attainment and performance standards are improved
Foster a positive culture	• Promote collaborative and ethical decision making	• Understands the strengths and weaknesses of different decision making techniques • Knowledge of ethics in a specific context • Understands how own emotional intelligence profile affects interaction with others • Seeks and actively encourages feedback from all sources during decision making processes • Maintains effectiveness of decision making processes across multiple contingencies and situations • Exhibits uncompromising integrity and commitment to the organisation's values and ethical practices • Encourages collaboration and participation in decision making processes • Uses a range of ethical decision making techniques appropriate to the people involved and the situation • Displays adaptability and flexibility in solving problems and making decisions • Ensures decisions have impact and are implemented

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

- Demonstrated leadership and management experience
- Shows a good understanding of the health system and/or DHB processes or environment
- Utilises knowledge of good administration practice in own team and to help other teams
- Familiar with medical terminology
- Intermediate-advanced knowledge of relevant MS applications, PAS, Clinical Intranet
- Keeps up to date with available information technology relevant to position
- Understands and complies with Health NZ Information Technology policies
- Good working knowledge of Privacy Act, Ministry of Health (MoH) requirements, Health Record Standards, Health and Disability codes, how the Treaty of Waitangi is relevant to the role

ESSENTIAL/DESIRED PROFESSIONAL QUALIFICATIONS

- Staff supervision qualification would be advantageous
- Management and/or health qualifications would be advantageous
- Uses knowledge gained from qualifications to good effect

Health New Zealand Te Whatu Ora is committed to supporting the principles of Equal Employment Opportunities through the provision and practice of equal access, consideration and encouragement in the areas of employment, training, career development and promotion for all its employees.

Health New Zealand Te Whatu Ora is committed to *Te Tiriti o Waitangi* principles of partnership, participation, equity and protection by ensuring that the guidelines for employment policies and procedures are implemented in a way that recognises Maori cultural practices.

The role description will be reviewed regularly in order for it to continue to reflect the changing needs of the service. Any changes will be discussed with the position holder before being made. Annual objectives and performance measures will be set each year during the annual performance planning and development meeting.

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.

5. 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.

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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: • 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.