

POSITION DESCRIPTION

POSITION: Midwife Manager – Nelson Maternity Unit

RESPONSIBLE TO: District Chief Midwife Nelson Marlborough

PROFESSIONAL REPORTING TO: District Chief Midwife Nelson/Marlborough

Our vision: All people live well, get well, stay well. Kaiao te tini, ka ora te mano, ka noho ora te nuinga.

Our mission: Working with the people of our community to promote, encourage and enable their health, wellbeing and independence

Our Values – Ā Mātou Uara:

Respect: We care about, and will be responsive to, the needs of our diverse people, communities and staff.

Innovation: We will provide an environment where people can challenge current processes and generate new ways of working and learning.

Teamwork: We create an environment where teams flourish and connect across the organisation for the best possible outcome.

Integrity: We support an environment which expects openness and honesty in all our dealings and maintains the highest integrity at all times.

PURPOSE OF POSITION

The Midwife Manager is a key professional Midwifery leadership position within Nelson Marlborough Health clinical services. The purpose of the role is to:

- Provide clinical expertise, leadership and management of the Nelson maternity service which promotes a safe, evidence-based practice environment that supports service requirements and meets the needs of women, babies and their families in the Nelson – Tasman region.
- Develops, and in conjunction with the team coordinates a collaborative inter-disciplinary approach which enhances women-centred care.
- Lead and advocate for appropriate fiscal and human resource utilisation to accomplish service agreed priorities and Ministry Maternity Service Specifications.
- Ensure that quality systems are in place within and across the service to enhance care delivery based on midwifery and national maternity quality indicators in the delivery of care.

RESPONSIBILITIES	EXPECTED OUTCOMES
<p>Domain One – Clinical Leadership</p> <p><i>Domain One contains competencies that relate to professional, legal and ethical responsibilities and cultural safety. These include being able to demonstrate knowledge and judgment and being accountable for one's actions and decision, while promoting an environment that maximizes birth as a physiological life event, client's safety, health literacy and improved health outcomes.</i></p>	
<p>Provides clinical leadership for Nelson maternity services</p>	<ul style="list-style-type: none"> • Actively upholds Te Tiriti o Waitangi obligations in the maternity service to contribute to improving health outcomes for Māori. • Facilitates and monitors the provision of safe, effective midwifery care which meets the needs of women and their whanau. • Develops an environment; which reflects the values of NMH and supports self-accountability and responsibility for effective clinical decision-making and client outcomes. • Provides clinical leadership to role model and support all staff to work across their scope of practice prioritising quality care. • Develops and maintains key partnerships and networks crucial to the success of the role within the organisation and externally including Lead Maternity Carers. • Effectively manages conflict resolution to support a cohesive multidisciplinary team. • Practices in accordance with legal, ethical, cultural safety and professional standards. • Maintains an overview of the clinical/professional issues/standards of practice and trends affecting midwifery and women's health. Ensures a quality focused professional Midwifery culture across the service ensuring professional care standards are articulated, supported and achieved • Ensures that there are effective and timely communication strategies within and across the service. • Ensures that staff have the opportunity to contribute to organisational decision making and the achievement of outcomes. • Is accessible to the client and their family/whanau as a point of contact for complaints, concerns and service feedback (or ensures an appropriate alternative contact).

Domain Two – Management Competencies

*Promotes an environment that contributes to the ongoing demonstration and evaluation of competencies;
Promotes a quality practice environment that supports midwifery practice and encourages learning and evidence based practice and participates in professional activities to maintain current knowledge of trends and issues in maternity services*

Provides effective management

- Works with the ADOM-Op's Manager to develop, implement and evaluate the annual maternity service plan to ensure a district wide maternity service approach.
- Ensures service delivery incorporates the Ki Te Pae Ora framework key deliverables.
- Manage and lead the people, systems and effective service delivery which encompasses business planning, financial, human resource management and budget accountabilities.
- Provides clinical safety overview to ensure safe maternity care provisions through the use of TREND CARE components to ensure staffing resource matches demand with accountability for reporting capacity and variance management plans.
- Oversees and drives change via CCDM to respond to occupancy levels, staffing resourcing, safe staffing and service demands.
- Takes affirmative action to increase the Māori Midwifery workforce to serve Tangata Whenua.
- Oversees service rosters including appropriate roster patterns and skill mix to enable the delivery of safe care in accordance with the NMH rostering standards and midwifery safe staffing standards.
- Manages the performance of direct reports including >90% performance appraisal completion and >90% staff engagement with the Midwifery Quality and Leadership programme
- Works proactively with other key service leads to uphold maternity quality and safety standards
- Holds regular staff meetings and uses other forms of staff engagement to address operational matters, team culture and development, staffing and resource management, clinical issues and service development.
- Works in partnership with the Midwifery Educator and Clinical Coach to deliver on identified learning needs of staff.
- Provides input into the Strategic Workforce planning processes ensuring that midwifery professional issues and impacts are considered against workforce challenges.
- Reports to the ADOM-Op's manager on service outcomes, clinical risks, quality and safety, financial and resource issues, staff competence and other relevant KPI's.
- Actively collaborates and engages with the NMH clinical management team to ensure a whole of system health service delivery, including acute events as required.

Domain Three – Inter-professional Health Care and Quality Improvement <i>Domain Three contains competencies to demonstrate that the midwife, as a member of the health care team evaluates the effectiveness of care and promotes a midwifery perspective within the inter-professional activities of the team.</i>	
Role models effective team leadership and team membership supporting effective communication within Midwifery and the inter-professional clinical team	<ul style="list-style-type: none"> Effectively leads and manages the clinical team, sharing knowledge, setting a service direction and engendering trust in Midwifery service delivery. Provides visible and accessible leadership, motivating others to follow and communicates clinical standards and behavioural expectations. Proactively raise issues affecting all areas of client care and works with key leads to identify solutions and resolve problems.
Demonstrates effective coordination and collaboration processes are in place with all other health professionals to improve client outcomes	<ul style="list-style-type: none"> A quality customer-focused service is provided at all times, using best practice. Demonstrates knowledge and practice that upholds the Treaty of Waitangi in the provision of health care services and support to Maori clients and their whanau. Supports the ongoing development and coordination of multidisciplinary processes to ensure there are agreed referral pathways into and out of the service. Ensures processes are in place to facilitate the coordination of clients care across the wider health system team.
Participates in risk management and quality assurance	<ul style="list-style-type: none"> Leads the team processes for establishing and ongoing measurement of maternity and women's health sensitive indicators and providing quality standards and feedback against these on a regular basis. Manages risk and takes action to mitigate risk or escalate appropriately Ensures NMH policies are implemented accordingly within the service. Develops champions within the service to lead quality improvement activities. Actively contributes to the Maternity Quality and Safety Programme and quality activities and Annual Maternity plan objectives. Actively participates as a member of the PMMRC local group. Participates as a member of the NMH Maternity Clinical Guidelines Group in the development of midwifery practice guidelines, protocols/procedures.

Demonstrates a commitment to ongoing personal professional development and clinical competence within the Maternity Unit	<ul style="list-style-type: none"> • Acts as a role model in terms of professional conduct; setting expectations for this for all staff. • Maintains and continuously develops expertise in midwifery practice with a clear vision for the role of midwives now and into the future. • Maintains own professional portfolio. • Participates in annual performance reviews and process of performance goals and identifying areas for professional development.
General	<ul style="list-style-type: none"> • Undertakes assignments or projects as directed. • Other duties as negotiated with your Manager. • Meet 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	Actively seeks feedback and opportunities to improve	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

QUALIFICATIONS

Essential

- Practicing Registered Midwife or Dual Practicing Registered Midwife with Nursing Registration

Preferred

- Experience in women's health
- Working towards ongoing postgraduate education at Masters or PhD level

EXPERIENCE AND KNOWLEDGE

Essential

- Minimum of 5 years recent clinical experience
- Previous midwifery leadership and operational experience
- Expertise in change management.
- Demonstrated leadership experience within contemporary midwifery practice at a senior level
- Demonstrated management experience within a complex clinical environment
- Demonstrated skill to multi-task and manage multiple projects reprioritising same as required
- Working knowledge of quality improvement theory and processes
- Evidence based clinical and management practice
- The principles of Te Tiriti o Waitangi and how these relate to the development and application of service specific initiatives to improve Maori health outcomes

Knowledge of

- MERAS and NZNO MECA agreements
- Vulnerable Children's Act (2014)
- HPCA act and its amendments
- Midwifery Council of NZ key documents – Scope of Practice for Midwives, Code of conduct, Cultural Competence for Midwives and Midwifery Educational Standards
- Midwifery Council of NZ Recertification Programme
- Treaty of Waitangi and its application to the health setting
- Misuse of Drugs Act (1977) and Regulations
- 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 in Employment Act (1992)
- New Zealand Health Care Standards
- NMH Nursing and Midwifery Policies and Procedures
- Equal Employment Opportunities
- MERAS Staffing Standards (2014)
- Current over-arching NZ Health Strategies and Legislation including Maternity Standards (2011), Section 88 Primary Maternity Services Notice (2007) and Maternity Service Specifications (2012)
- NZCOM Standards of Midwifery Practice (2014) and Handbook for practice (2014)

SPECIFIC SKILLS

- High level of written and verbal communication
- Working knowledge of MQSP/PMMRC
- Working knowledge of Budget management
- Working knowledge of MECA compliant Rosters
- Effective report writing skills
- Knowledge and experience of effective performance management
- Demonstrated competency in priority setting/time management
- Demonstrated competency in effective problem solving/planning
- Demonstrated capability in conflict management
- Demonstrated change management capability
- Demonstrated multi-disciplinary relationship skills
- Ability to lead and manage in a fast moving, rapid response environment
- Knowledge of current issues within Midwifery in NZ and internationally
- Ability to work independently and to be an effective team member
- Knowledge and understanding of medico/legal and ethical responsibilities
- 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 NMH Information Technology policies

PERSONAL ATTRIBUTES

- Positive and friendly approach with ability to maintain ongoing courteous rapport in difficult situations
- Has a professional “Can Do” attitude
- Ability to drive Change
- Strong Advocate on Midwifery and Women’s Health issues
- A personally held clarity and vision for midwifery now and into the future which is client centric
- Sound understanding and experience with conflict resolution
- Ability to positively manage in a fast paced complex health environment and to ensure that teams and individuals are taken along with all changes proposed or initiated
- Demonstrated ability to lead within the current health care environment and to enhance professional midwifery integration across maternal and child health services
- Demonstrated ability to rapidly assess and analyse situations and to bring robust and workable solutions to issues
- Demonstrated commitment to quality and continuous improvement and the development and enhancement of midwifery quality indicators and national maternity clinical indicators
- Demonstrated ability to be a good listener
- Multidisciplinary team focus
- Client focused
- Empathy and respect for individuals from diverse backgrounds.
- Demonstrated ability to embrace and lead change and implementation processes.
- Demonstrated ability to take initiative and translate vision for others.
- Commitment to ongoing education/ professional development.
- Honest and reliable
- Courage to act and innovate with a commitment to evidence based midwifery practice

APPENDIX 1

General Responsibilities of an Employee of Nelson Marlborough Health (NMH)

1. Professional Responsibilities

As an employee of NMH 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 NMH 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 NMH 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

NMH 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 NMH’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

NMH 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

NMH is a Smokefree Organisation. This applies to all staff and contractors working within NMH 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 NMH 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 NMH
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.