



Position Description	
Position Title:	Clinical Services Manager
Services:	Inpatient, Ambulatory, Community and other Service Contracts
Location:	Dunstan Hospital, Clyde and as required other locations around the catchment area
Reports to:	Chief Executive Officer (CEO)
Direct Operational Reports	Approximately 9 FTE, 15 headcount. Indirectly reporting 100+ staff
Date:	July 2020
Our Vision and Environment	
<p>To be recognised as a leading provider of rural health services in New Zealand</p> <p>COHSL is committed to playing its part in the implementation of the SDHB Primary and Community Strategy and the delivery of integrated models of care that stretch across the care continuum. COHSL is part of a wider network of health care providers (the Southern Health Network) delivering services to its communities.</p>	
Purpose of Role	
<p>By reporting to the CEO of Central Otago Health Services Limited (COHSL), the Clinical Service Manager (CSM) will lead and manage the assigned services, to provide an efficient, effective and safe provision of that service, within the available resources.</p> <p>The Clinical Service Manager is responsible for service delivery processes, including management of financial performance, activity and capacity planning, health targets, human resource management, quality and risk management, and other service delivery improvements within the services.</p> <p>Working in partnership with the Nurse Director (ND), Allied Health Director (AHD), Clinical Director (CD), and other Managers, the CSM will contribute to strategic and operational management in a way that is consistent with the COHSL vision.</p>	
Role specific requirements	
<ul style="list-style-type: none">Provide leadership and management to the services, acting as a role model.Lead and sustain close working and integration between the Inpatient, Ambulatory and Community clinical services within COHSL.Promote the integration of services and close working particularly with primary care and other community providers in order to achieve seamless transitions for patients moving between secondary, community and primary care. Support the development of models of care alongside the ND, AHD and CD that reflect contemporary practice, our rural environment and meet the needs of our local communities.Ensure human resource management activities are undertaken appropriately for all staff, in conjunction with the ND, AHD and CD where appropriate.Support an organisational wide systems approach to service and operational processes.	

- Ensuring service delivery is achieved within approved financial budgets.
- In consultation with the Finance Manager, complete and provide regular reports on financial performance and service activity performance, providing comment and developing risk mitigating strategies on issues that threaten to impact on the financial performance of the service.
- Ensure an equity lens is applied to patients' needs taking our rural environment into consideration.
- Along with the rest of the Management Team ensure capital expenditure planning is robust, forward looking for the services under this role.
- Ensure internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.
- Lead and facilitate focus groups/projects that advance quality improvement.
- Support the philosophy of the Southern District Health Board (SDHB) Primary and Community Strategy so that primary and community care work in partnership to provide holistic, team-based care and that secondary and tertiary care is integrated into primary and community models
- Foster a culture of innovation and strategic thinking.
- Providing support to the CEO role where requested.
- Participate in the Management Team meetings.

Competencies

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

Organisational Competencies	
Role Model	Communicates clearly and role models expected standards and behaviours in the workplace. Leads by example. Be supportive of the direction of the SDHB Primary and Community Strategy and the development of integrated models of care. Be single-minded and determined.
Customer Focus	Promotes a continuous improvement ethos. Is patient and whanau centred; gets first hand customer information and uses it for improvements. Gains their trust and respect.
Integrity and Trust	Is widely trusted; is seen as objective with ability to represent all the clinical disciplines and act along non-partisan lines. Is fair-handed and supports equal and fair treatment and opportunity for all.
Organisational Agility	Knowledgeable about how organisations work and how to implement and embed change. Knows how to get things done and understands the culture of organisations and its role in achieving the organisations strategic priorities.
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.

ROLE SPECIFIC COMPETENCIES

Future Focused	<ul style="list-style-type: none"> ▪ Is able to think strategically and be an active part of a leadership team that is able to lead change within a changing environment. Has a solid understanding of national and international health management policy and direction.
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Communication	<ul style="list-style-type: none"> ▪ Communication conveys an understanding of the context of the situation/circumstances. Presents information clearly in a language and style appropriate to the audience.
Solution Focused	<ul style="list-style-type: none"> ▪ Uses rigorous logic and methods to solve difficult problems with effective solutions; ability to assess and initiate solutions independently.
Interpersonal Savvy	<ul style="list-style-type: none"> ▪ Relates well to all kinds of people – inside and outside the organisation. Builds appropriate rapport. Builds constructive and effective relationships. Uses diplomacy and tact. Can defuse high-tension situations comfortably.
Leadership	<ul style="list-style-type: none"> ▪ Sets a good example by providing a clear sense of purpose. Actively seeks to improve others skills and talents through coaching, training opportunities and feedback. Uses strategies to promote team culture, morale and a quality service.
Team work and Co-operation	<ul style="list-style-type: none"> ▪ Strong team player. Actively promotes a friendly climate, good morale and co-operation within the team. Accepts responsibility for the effectiveness of the team.
Mobilise System Improvement	<ul style="list-style-type: none"> ▪ Establish evidence based decisions; enable a culture of continuous improvements; demonstrate organisation and political agility; identify innovations and support their adoption; nurture organisational learning.

KEY RELATIONSHIPS	
Within COHSL	External to COHSL
• CEO	• Patients, their families/Whanau and the wider community
• Nursing Director, Allied Health Director and Clinical Director	• SDHB Management – relative to service provision
• Management Team	• Rural Hospital Networks
• Medical Staff	• Primary Health Care Providers and WellSouth PHO
• Nursing Staff	• Otago University and Otago Polytechnic and other NZ Tertiary Institutions
• Allied Health Staff	• Other Hospitals/District Health Boards
• Radiology Staff	• Relevant Trade Unions
• Finance Team	• Ministry of Health
• Administration Team	• Relevant NGOs, private health providers and other community groups
	• Relevant external contract holders

PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies include:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> • A diploma or bachelor qualification in a clinical field 	<ul style="list-style-type: none"> • Postgraduate qualification in a relevant clinical field • Postgraduate qualification in a relevant managerial field
Experience	<ul style="list-style-type: none"> • 5 years experience in clinical management • Demonstrated and proven ability to lead teams in a clinical environment • Prior success in a leadership role • Proven experience in meeting and exceeding expected performance targets. 	<ul style="list-style-type: none"> • Experience working in a rural health environment and/or rural hospital • Experience working in a small health care organisation • Relevant experience in patient safety, maintaining performance and the application to the health sector
Knowledge and Skills	<ul style="list-style-type: none"> • Understanding the primary/community and secondary interface and concept of integrated care • In-depth knowledge of legal policies and regulations in the healthcare industry • Understanding of budgeting and financial reporting • Aptitude for problem-solving • Excellent leadership and interpersonal skills • Outstanding written and verbal communication skills • Excellent ability to positively lead and develop people • Be able to recognise and deal with increased stress in self and have the ability to cope under pressure • An ability to prioritise work, meet deadlines and take responsibility for work plus demonstrate the ability to be flexible and cope with fluctuating work demands • Be able to demonstrate cultural safety in the practice setting and able to interact well with other people from a variety of cultural backgrounds • Able to provide constructive and timely feedback • Competent computer skills • Current Driving Licence 	
Personal Qualities	<ul style="list-style-type: none"> • Positively contributes to workplace culture • Commitment and personal accountability • Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation. • Acts with discretion, sensitivity and integrity at all times • Is adaptable and flexible – open to change • Has initiative and self-motivation with excellent organisational and time management skills • Is energetic and able to motivate others • Maintains an exceptionally high level of confidentiality 	

KEY RESULT AREAS:

Key Accountabilities:	Examples of successful delivery of duties and responsibilities
Management Team Membership	
<ul style="list-style-type: none"> • Contribute constructively to enable a united and aligned management team • Actively role models the team approach and a commitment to alignment and consistency across the services • Openly contributes to the management team's direction as appropriate • Work collaboratively with other services • Contribute to strategic and operational leadership and planning • Achieve key performance targets 	<ul style="list-style-type: none"> • Participates as a key member at the Management level, You are confident at preparing and presenting proposals for Board consideration • Report against set KPIs
Strategic Leadership	
<ul style="list-style-type: none"> • Actively promote partnership relationships and interfaces between hospital, ambulatory, community and external health providers • Take responsibility for the interests of the people to whom the services are being provided 	<ul style="list-style-type: none"> • Successful development and implementation of strategic plans and projects • Management capability is developed
Service Planning and Delivery	
<ul style="list-style-type: none"> • Lead and facilitate service activity and strategic planning for assigned services including outside contract holders • Facilitate service development • Prepare service activity plans and budgets, provide regular reports regarding progress against plan • Meet contract performance requirements, reporting variances and adjusting service delivery arrangements as necessary • Manage external contracts • Ensure ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required. • Ensure service delivery complies with Health and Disability sector standards and relevant legislation, • Evidence of service planning completed to align with Ministry of Health Performance Indicators. • Health and disability services delivered to contract in a timely, efficient and effective manner within the budget parameters • Monthly reports are generated addressing any variances and corrective actions developed and are stated 	<ul style="list-style-type: none"> • Facilitate service development • Successful development and implementation of plans • Services delivered within budget

Team Leadership and Performance

- Provide clarity around purpose and goals for the team and constantly communicates this direction
- Demonstrate absolute commitment to consistency in the leadership of the team
- Measure and communicate team performance achievements
- Build and develop the team culture
- Promote innovation, information and idea sharing with and across the teams
- Be fully accountable for and report to the Chief Executive on the services, staff issues, financial performance of the clinical services reporting to this role
- Lead change and innovation to improve long term sustainability of COHSL, through working with key staff to maintain models that reflect contemporary practice
- Provide strong leadership direction and build high performing teams
- Identify opportunities for integration between the different care settings of inpatient, ambulatory and community clinical services and other health providers

Professional Development of Staff in partnership with the ND, AHD and CD

- Ensure professional development plans are in place for staff
- Evidence that direct reports have relevant development plans in place for their staff

Quality Improvement and Risk Management

- Promoting and maintaining a continuous quality improvement approach into all work
- Ensuring risk identification in the services managed and mitigation is managed at an acceptable level to the organisation
- Investigate complaints, incidents and other matters as required, reporting outcomes as required including development of action plans to facilitate service development. This will be done in conjunction with the Clinical Directors where appropriate
- Proactively develop new unit or service policies and protocols as required.
- Quality improvement is understood and imbedded in the way we operate.
- Demonstrate a positive personal commitment to the culture of continuous quality improvement by ensuring quality values are integrated into personal daily practice
- Actively contribute to the implementation and ongoing maintenance of continuous quality improvement with the clinical teams
- Lead and support quality improvement and risk management activities in areas responsible for
- Implementation of systems, standards and procedures that support and enhance service delivery

Professional Development – self

- Identifying areas for relevant personal and professional development
- Training and development goals are identified/agreed annually with the CEO
- Performance objectives are set and reviewed annually with the CEO
- You actively seek feedback and accept constructive criticism

Other Duties

- Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience
- You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness

	<ul style="list-style-type: none"> • You produce work that complies with processes and reflects best practice • Research undertaken is robust and well considered
Health, Safety and Wellbeing	
Recognises individual responsibility for workplace Health & Safety under the Health and Safety at Work Act 2015	<ul style="list-style-type: none"> • You understand and consistently meet your obligations under COHSL's Health and Safety policy/procedures including that workplace hazards are identified, reported and effectively managed to ensure the safety of staff and others as per the COHSL policies ▪ Work towards creating an atmosphere where staff support each other and workplace violence and bullying is not tolerated • Effort is made to strive for best practice in Health and Safety at all times.
Cultural Safety	
Commitment to the principles of Te Tiriti o Waitangi – Partnership, Participation and Protection. Honouring cultural diversity.	<ul style="list-style-type: none"> • Respect, sensitivity, cultural awareness is evident in interpersonal relationships • Our cultural differences are acknowledged by respecting spiritual beliefs, cultural practices and lifestyle choices

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