

Position Description

June 2018

The Canterbury District Health Board is committed to the principles of the Treaty of Waitangi and the overarching objectives of the New Zealand health and disability strategies.

Position Title:	Allied Health Clinical Manager, Social Work, Christchurch Campus	
Reports to:	Director of Allied Health, Christchurch Campus	
Key Relationships:	Internal: <ul style="list-style-type: none"> ▪ Director of Allied Health ▪ Executive Director of Allied Health ▪ Nursing Directors, nursing leaders ▪ Clinical Directors ▪ Service Managers ▪ Operations Managers ▪ Allied Health Clinical Managers ▪ Christchurch Campus Managers and administration ▪ Social Work staff ▪ CDHB Allied Health Leaders and Social Work staff ▪ Interdisciplinary Team of designated clinical areas 	External: <ul style="list-style-type: none"> ▪ Patients and their families ▪ Social Work colleagues from other District Health Boards/organisations ▪ Social Work regulatory bodies and education providers ▪ Social Work Professional organisations ▪ Associated Government and voluntary agencies ▪ Other relevant stakeholders e.g. suppliers, funding agencies
Organisational Vision:	The Canterbury District Health Board's vision is to promote, enhance and facilitate the health and well being of the people of the Canterbury District.	
Organisational Values & Philosophy:	<p>The Canterbury DHB is committed to being an excellent and caring funder / provider of health and hospital services. Integral to the achieving our vision, goals and objectives of the DHB are the values of the organisation:</p> <ul style="list-style-type: none"> ▪ Care and respect for others. Manaaki me te whakaute i te tangata. ▪ Integrity in all we do. Hāpai i ā mātou mahi katoa i runga i te pono. ▪ Responsibility for outcomes. Te Takohanga i ngā hua. 	
Role Purpose:	<p>The Allied Health Clinical Manager of Social Work is accountable for the professional leadership and business management of the Social Work workforce across the Christchurch Hospital campus.</p> <p>The Allied Health Clinical Manager is responsible for fostering excellence in practice standards and professional conduct and provides assurance of the clinical safety of the Social Work service.</p>	

	<p>The Allied Health Clinical Manager is accountable for the business management of Social Work and in partnership with the Director of Allied Health, management, clinical leaders and senior Social Work staff will develop, provide and monitor a quality cost-effective clinical service which meets the accountability requirements of patient service, financial targets, service purchasers and the overall strategic direction of the CDHB, maximising quality outcomes for patients and families.</p>
Scope and Complexity	<p>Number of Direct Reports: 4</p> <p>Number of inDirect Reports: 51 FTE</p> <p>Total Budget: \$3.5 million (Approximately)</p> <p>Limitations on Authority: Refer to Director of Allied Health</p> <ul style="list-style-type: none"> • Expenditure in excess of approved budget • Payment in excess of delegated responsibility • Staff requirements in excess of budgeted levels • Initiation of CAPEX projects over \$1000 and/or asset disposal • Security breaches and quality standards failures • Any actions that may lead to any discontinuity of the service. • Any matters which do not comply with CDHB policies and procedures <p>Most challenging duties typically undertaken or most complex problems solved:</p> <ul style="list-style-type: none"> • Ensuring high quality, timely services are delivered to meet current and future demands • Dealing with and solving staff issues • Managing service delivery within constraints of financial and HR resources <p>The end results required and policy frameworks are defined but independent thought is necessary to co-ordinate conflicting demands and optimise efficiency.</p>

KEY ACCOUNTABILITIES ACROSS THE CHRISTCHURCH CAMPUS INCLUDING BEACON HOUSE:

Professional Leadership

- In partnership with team members establishes the shared vision and operational strategy for Social Work profession across the Christchurch campus that is aligned with the CDHB strategy and goals and delivers a patient and family focused service that optimises health outcomes.
- Builds a culture of excellence in professional conduct, personal responsibility and accountability, leading by example.
- Creates and nurtures intra and inter-disciplinary team environments which encourage and support team approaches to achieve a high level of productivity, efficiency and clinical effectiveness.
- Facilitates an environment which allows respect and sensitivity to be demonstrated towards the rights, beliefs and choices of patients and their families and to other members of the interdisciplinary team.
- Fosters an environment and culture that supports innovation and creativity in practice, continuous quality improvement and research
- Ensure that clinical and cultural competency requirements, professional standards and supervision requirements are met

- Ensure compliance with credentialing standards and processes
- Provides leadership for the development of a quality framework for the (specify) professions.
- Ensures effective input and influence into professional issues and policy development across the Christchurch campus and Canterbury health system.
- Ensures formal advice on professional, strategic and operational issues for the Allied Health professions are communicated to the Director of Allied Health and other relevant stakeholders.
- Represents the (specify) profession or Allied Health profession as delegated by the Director of Allied Health in divisional, company, regional and national forums as appropriate.
- Liaises with EDAH, profession specific and Allied Health Leaders across the CDHB to develop opportunities for integrated service delivery, quality and service improvements across the organisation, Canterbury health system and southern region.
- Maintains and develops professional networks with stakeholders e.g. relevant professional bodies and training institutions, professional colleagues, NGOs, MOH locally and nationally.
- Leads and co-ordinates any specified Allied Health projects/portfolios as delegated by the Director of Allied Health across the Christchurch campus and Canterbury health system.

Service Planning and Delivery

- Ensures the provision of high quality inpatient, outpatient and community clinical Social Work services, aligned with professional standards and evidence based practice, as specified by contract and service level agreements within the Medical/Surgical and Women and Children's Health Divisions.
- Promotes effective multidisciplinary approaches to patient care and organisational management to ensure patient outcomes are maximised.
- Works with the Director of Allied Health and leaders to address complex operational service requirements and develop profession specific service plans to achieve outcomes that meet contractual obligations, quality management and other objectives e.g. reducing waiting lists and managing acute demand within budgetary control frameworks.
- Establishes agreed measures for Social Work service delivery and ensures outputs and outcomes are reported on a monthly basis to the Director of Allied Health
- Monitors, reports and take corrective action to ensure that contracted outpatient volumes and service levels are delivered appropriately.
- Provides timely and appropriate advice to Director of Allied Health on service provision and clinical matters e.g. clinical risk and patient safety, changes in clinical practice
- Ensures in consultation with senior clinicians that relevant Social Work procedures and clinical standards are established and reviewed on an ongoing basis to ensure quality services are maintained.
- Proactively enables training, support and development of the Social Work workforce to ensure there are appropriate competencies and skill mix across the professional group to deliver service requirements.
- Implements planned strategies in collaboration with others to improve the quality effectiveness and efficiency of service delivery.
- Maintains an effective process for reporting, monitoring, reviewing and taking corrective action on all staff and patient related incidents and complaints.

- Maintains a safe, secure working environment that enables efficient utilisation of clinical and non-clinical resources for all staff.

Budgetary performance

- Develops annual budgets and CAPEX in consultation with the Director of Allied Health and Accountant reflecting overall resources available and the costs of the efficient delivery of clinical services.
- Monitors performance against budget and reports variances including causes, corrective action, and forecasts to the Director of Allied Health.
- Ensures early detection of adverse budgetary trends or outcomes and report these to the Director of Allied Health and clinical staff involved.
- In consultation with Director of Allied Health and senior clinical staff plans appropriate corrective action for adverse variances.
- Complies with delegated levels of authority and ensures Clinical Team Leaders comply with delegated authorities.

Quality and Risk Management

- Lead the development and maintenance of quality management systems to optimise the quality of patient care
- With the Clinical Team Leaders, clinical staff and Quality Team specify service quality measures in line with levels of funding , generally accepted standards and patient expectations
- Develop and recommend initiatives to address differential access to healthcare services for Māori and high needs populations
- Ensure that staff are supported to participate in quality initiatives within Social Work and across interdisciplinary teams.
- Ensures clinical audit and other quality, accreditation and risk mitigating and evaluative initiatives occur and that learnings are shared and applied.
- Monitor and report where necessary compliance with hospital certification and accreditation if required.
- Ensure high quality research and clinical audit activity occurs.

Workforce

- Is accountable for ensuring sound Human Resource procedures and processes are undertaken for the recruitment, selection, induction, training and development, performance management, annual performance appraisals and supervision of Social Work workforce.
- Undertakes performance appraisals, development and coaching of direct reports.
- Delegates as appropriate the performance appraisals, career and development plans, coaching, mentoring and professional supervision of indirect reports to Clinical Team Leaders
- Supports career growth and development of staff aligned with the CASP framework.
- Fosters collaborative working relationships within professional group and across interdisciplinary teams, which encompass professional behavioural patterns.

- Works in partnership with the Director of Allied Health to position and develop the Social Work workforce with the appropriate skill mix and numbers to meet current and future service demands.
- Creates a learning environment which fosters leadership and management development, quality and innovation and clinical research and audit.
- Ensures legislative requirements are met in relation to professional practice and registration.

Clinical and Professional Practice

- Demonstrates a tangible commitment to and is a role model for ongoing professional development.
- Maintains wide general knowledge of all clinical areas to whom Social Work services are provided and contemporary Social Work practice.
- Maintains own professional competence, annual practicing certificate and undertakes clinical supervision as required.
- Acts as a resource/consultant for the Social Work workforce and across the Divisions and health system regarding professional practice, standards and policies.
- Oversees the professional development of Social Work staff including training programmes, workplace coaching and continuing education.
- Ensures the provision of a professional development programme for the Social work workforce that meets professional and service requirements and encompasses concepts of interdisciplinary learning.
- Establishes a framework for the setting of objectives for Social Work staff that is aligned with the organisations strategic goals and objectives, service objectives, Allied Health objectives and that fosters excellence in performance, quality, patient/family focused care, and evidence based practice.
- Is accountable for the provision of student training in a supportive learning environment with appropriate clinical supervision.
- Fosters a learning environment that develops the cultural competency and capability of the Social Work workforce to positively impact on the health status of those consumers with diverse backgrounds and with special needs.

Other duties

- The Allied Health Clinical Manager will undertake other duties as reasonably requested by the Director of Allied Health from time to time including the provision of management cover for other Allied Health Clinical Managers during periods of leave.

<u>HEALTH & SAFETY:</u>

Managers are to take all practicable steps to ensure the health and safety of employees at work and maintain knowledge of CDHB health and safety systems and policies.

This will be achieved by ensuring:

- Health and safety programmes are sustained by allocating sufficient resources for health and safety to function effectively. This includes regular liaison with the Health and Safety Advisor.
- Employee participation is encouraged and supported in processes for improving health and safety in the workplace and by employee attendance at health and safety meetings.
- A system is in place for identifying and regularly assessing hazards in the workplace and controlling significant hazards.
- All employees are provided with information about the hazards and controls that they will encounter at work.
- Regular workplace audits are carried out.
- All employees receive and have signed off an induction to their workplace and to health and safety policies and procedures.
- All employees receive relevant information and training on health and safety including emergency procedures relevant to their area of work and the appropriate use of personal protective equipment they may need to use.
- All accidents and injuries are accurately reported, investigated and documentation is forwarded on to the Health and Safety Advisor within agreed timeframes.
- Support and participation occurs in employee's rehabilitation for an early and durable return to work following injury or illness.

QUALITY:

Every staff member within CDHB is responsible for ensuring a quality service is provided in their area of expertise. All staff are to be involved in quality activities and should identify areas of improvement. All staff are to be familiar with and apply the appropriate organisational and divisional policies and procedures.

QUALIFICATIONS & EXPERIENCE:

Qualifications

Essential

- Qualification in an Allied Health profession that is recognised by the respective New Zealand Regulatory Authority and professional body.
- A current practising certificate.
- Membership of the relevant professional body
- Demonstrated broad experience as an Allied Health Clinician
- Experience in a senior Allied Health Leadership position

Desirable

- Post graduate tertiary qualification in management or in the process of achieving

Experience

- Broad clinical practice and professional experience within tertiary setting
- Proven ability in managing a clinician workforce
- Experience with clinical teaching/supervision, training and development of staff
- A broad knowledge of the health and disability sector
- Strategic planning and policy development skills
- Financial/budgetary management skills
- Experience in leading change, projects and service and quality improvement initiatives
- Demonstrated use of audit and evaluation
- Awareness of the application of research and innovation that has resulted in improved clinical practice and service delivery models
- Experience in fostering team development
- Human resource management skills

PERSONAL ATTRIBUTES:

- High level of interpersonal skills.
- An understanding of the nature and aims of the services contracted for
- Outstanding leadership skills, capable of managing diverse professional teams in a challenging environment of political, media and public attention
- High degree of communication and interaction skills at all levels
- Demonstrated problem solving, negotiation and advocacy skills
- A client focus for both internal and external clients
- A working understanding of the Treaty of Waitangi, and demonstrated commitment to multi-culturalism
- A commitment to adopting and operating good employer policies and practices
- Initiative and ability to work under pressure

Mandatory

Key Behaviours:

- Ability to “work together” in a truthful and helpful manner.
- Ability to “work smarter” by being innovative and proactive.
- Accepts responsibility for actions.
- Ability to provide inspirational and motivational leadership.

Leadership Capability

Display self knowledge: Shows self-control and deals effectively with pressure

Establish the change imperative: Lead change planning and processes

Build relationships and mobilise support: Build relationships and navigate organisational policies

Think and act strategically: Articulate medium term priorities and vision

Communicate a vision and sense of purpose: Lead operations to achieve medium term priorities and vision

Empower others to act: resolve conflict and remove barriers to action

Stimulate innovative and creative immediate wins: Lead innovation and creative processes

Consolidate and continuously improve on strategic change: Plan change and continuous improve quality and care systems

Foster a positive culture: Foster collaboration across functions

The intent of this position description is to provide a representative summary of the major duties and responsibilities performed by staff in this job classification. Staff members may be requested to perform job related tasks other than those specified.