



## POSITION DESCRIPTION

<b>Position:</b>	Manager Lakes Integrated Community Service	
<b>Responsible to:</b>	Service Manager - Medicine	
<b>Direct Reports:</b>	Team Lead NASC, Team Lead START, CNM District Nursing, Team Lead Admin, Community Physiotherapists,  Community Occupational Therapists	
<b>Location:</b>	Role is based in Rotorua - working across both Rotorua and Taupō	
<b>Functional relationships:</b>	<b>Internal:</b> Clinical Nurse Managers Medical staff Allied health staff Waikato START programme	<b>External:</b> Residential Care facilities Home support providers
<b>Financial delegations:</b>	TBC	

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### Primary purpose(s) of the position

This is an operational hands-on role responsible for the efficient and effective management of the teams within the service (currently District Nursing, NASC, START, Community Physiotherapy and Occupational Therapy) and the particular programmes and outputs that the services deliver.

Daily management and leading of the teams, systems and processes, and patient management for effective service delivery.

The role includes business planning, financial, human resource management and budget accountabilities for the service

The clinical safety overview of the service's patients, the management of staffing resources matched to demand, the oversight of capacity and variance management planning, seasonal variation planning and the management of the service environment. Ensures Quality management systems and Clinical Governance are in place.

The role is accountable for working in partnership with professional leaders of the relevant professions in promoting, facilitating and providing clinical governance to the team, enhancing best patient care outcomes, and ensuring safe clinical practice standards are maintained and leading evidenced-based changes in clinical practice occur.

The Manager works collaboratively with key service leads and their staff to monitor and ensure high quality and patient safety care to patients and safety of staff within the teams

Key Objectives	Description	Expected Outcomes
<b>Leadership</b>	To provide leadership and direction for the staff within the unit	<ul style="list-style-type: none"> <li>• Accountable for the operational and clinical service leadership of the teams.</li> <li>• Manage the performance of direct reports including development, performance goal setting and regular yearly performance reviews in partnership with the professional leaders to meet Lakes requirements and standards.</li> <li>• Accountable for ensuring that overall care is aligned with best practice standards, and cost effective decisions regarding resource utilisation with your direct reports.</li> <li>• Manage risk, take action to mitigate risk and escalate appropriately</li> </ul>
<b>Service Delivery and safe practice</b>	<ul style="list-style-type: none"> <li>• To ensure optimum service delivery, and efficient and effective use of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Leads the pulling of patients from hospitals and other community based support services to reduced hospital LOS and promote hospital avoidance</li> <li>• A hospital overview is integrated and considered in all decision making.</li> <li>• Provide leadership to operational requirement and ensure up to date reporting is available and escalate concerns appropriately.</li> <li>• Oversee clinical acuity and clinical care requirements utilising the appropriate assessment tools.</li> <li>• Oversee and drive change if required to patient occupancy levels, staff resourcing, and safe staffing Identify potential risks and mitigate as appropriate.</li> <li>• Development and maintenance of Lakes policies and protocols.</li> <li>• Responsible for overseeing the Service rosters including management of annual leave within budgeted staffing numbers ensuring service continuity and capacity.</li> <li>• Manage the recruitment of staff to the Service team within allocated budgeted FTE or delegate.</li> <li>• Overseeing flexible utilisation of staff to cover variation in workloads.</li> <li>• Monitor employee absenteeism levels.</li> <li>• Participate in hospital improvement initiatives. Assume additional organisation roles and responsibilities within reason and as negotiated with Manager.</li> <li>• Promote the role of the service throughout the organisation and externally.</li> <li>• Part of frontline response to major incidents, and serious Service incidents.</li> </ul>
<b>Optimum Patient Management and Care</b>	<ul style="list-style-type: none"> <li>• To ensure delivery of effective and efficient patient care and customer service to both internal and external customers</li> </ul>	<ul style="list-style-type: none"> <li>• Displays high level of collaboration with the clinical and service leads to ensure quality patient care delivery.</li> <li>• Responsible for advising on redeployment of staff efficiently and cost effectively for the delivery of safe patient care.</li> <li>• Respond to issues, queries and concerns from the Service team as required.</li> <li>• Act as resource to staff on clinical, professional, ethical and legal issues pertaining to service delivery.</li> <li>• Ensure follow up on concerns and the implementation of strategy is sustained.</li> <li>• Review Model of Care in partnership with professional leaders as appropriate to ensure best practice</li> </ul>

<b>Environment &amp; Facilities</b>	<ul style="list-style-type: none"> <li>To ensure environment and facilities are adequate and safe, and meet regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>Review all SAC incidents as directed and oversight of all case reviews and report trends</li> <li>Direct and support staff with a view to ensuring efficiency and effectiveness within the service.</li> <li>Ensure notification to key service leads if equipment failure occurs.</li> <li>Ensure staffs are aware of fire regulations, electrical safety policy, emergency plans and relevant legislation.</li> <li>Ensure teams are updated regarding disaster response accountabilities.</li> </ul>
<b>Team Work</b>	<ul style="list-style-type: none"> <li>To build an effective and integrated service by developing and promoting a team culture that fosters collaborative working relationships</li> </ul>	<ul style="list-style-type: none"> <li>Work in collaboration with the service leads and teams to ensure a strong team culture across hospital services.</li> <li>Develop and sustain productive working relationships with the Service health team.</li> <li>Promote the fostering of a team environment that enhances partnership and co-operation.</li> <li>Provide leadership for professional development and quality activities for direct reports.</li> <li>Maintain professional links and support networks with other key stakeholders – both internal and external.</li> <li>Health and safety of self, colleagues, clients, the public and the environment is maintained at all times.</li> </ul>
<b>Staff Development and Education</b>	<ul style="list-style-type: none"> <li>To facilitate the development and maintenance of skills of all team members</li> </ul>	<ul style="list-style-type: none"> <li>Responsible for overseeing audits and evaluation of the effectiveness of practice in partnership with professional leads in response to patient/ client needs.</li> <li>Promote the professional image of the services.</li> <li>Perform yearly staff Performance Reviews in partnership with the professional leads for all direct reports and ensure all staff has had an annual performance review within the Service.</li> <li>Ensures Service complies with Lakes policies.</li> <li>Facilitate associated training as required.</li> <li>Develop an annual staff education and development plan individually and contributing to the overall unit/service</li> <li>Share knowledge and skills with others, as required.</li> <li>Oversee and be responsible for ensuring appropriate orientation of staff and compliance education.</li> <li>Give recognition of good performance.</li> <li>Work in partnership with the professional leads to ensure staff across Service meet professional competency standards and participate in revalidation and maintain an up to date professional portfolio.</li> <li>Work to ensure that recommended best practice guidelines/policies are research based and relevant across the Lakes sectors.</li> <li>Participate in research as appropriate to projects undertaken.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>To ensure an open and effective communication flow is maintained between team members, and both internal and external customers/stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Maintain close and effective communication with all staff.</li> <li>Ensure effective communication of organisational and professional issues with the Service and Lakes.</li> <li>Ensure regular Service meetings are held and managed to ensure staff can safely raise any issues.</li> </ul>
<b>Financial and Resource Management</b>	<ul style="list-style-type: none"> <li>To ensure service operates efficiently and effectively within the resources available</li> </ul>	<ul style="list-style-type: none"> <li>Provide input into the development of Service budgets</li> <li>Identifies opportunities to maximise efficiencies.</li> <li>Monitors the financial performance of the service and reports financial/FTE variance.</li> </ul>

<b>Continuous Quality Improvement and Safety</b>	<ul style="list-style-type: none"> <li>To encourage continuous quality improvement and maintenance of all applicable standards</li> </ul>	<ul style="list-style-type: none"> <li>Identifies strategies to ensure the Service is financially fiscal.</li> <li>Oversees that the clinical care is patient centred and meets the highest standards.</li> <li>Patient safety is paramount in all decisions and aligned to the understanding of Service quality improvements.</li> <li>Responsible for compliance with Lakes procedures and protocols.</li> <li>Develop and maintain service quality plan and participates in the implementation of wider Lakes strategy.</li> <li>Health and safety is maintained and promoted.</li> <li>Critical safety standards are complied with eg fire, Health and Safety, emergency planning, legal compliance, accreditation, and certification.</li> <li>Clinical incidents and complaints are managed and mitigation strategies are in place and elevated as appropriate.</li> </ul>
<b>Personal Development</b>	<ul style="list-style-type: none"> <li>To maintain a personal development plan</li> </ul>	<ul style="list-style-type: none"> <li>Committed to the development of own skills and knowledge.</li> <li>Ensure own knowledge and practice is updated and aligned with current best practice.</li> <li>Career development plan developed and updated.</li> <li>New responsibilities accepted and old responsibilities delegated as agreed.</li> <li></li> </ul>



Te Ringa Tōmau

Te Ringa Hora



Te Ringa Raupā



Te Ringa Ahuahu

Te Ringa Taurima



Capabilities	Capability definition	Achievement Indicators <i>(Examples – add/ amend or delete as specific to role using matrix to assist)</i>
<b>Communication and Personal Interaction</b>  <b>Te Ringa Hora</b>  <i>the open hand (denoting someone who is sociable)</i>	<p>Operates at a Te Whatu Ora - Lakes wide level understanding the implications of communications within own service and other services.</p> <p>Presents clear and articulate messages to all levels of the organisation</p>	<ul style="list-style-type: none"> <li>Information gets to the appropriate people within the organisation to facilitate effective decision making.</li> <li>Meets regularly, formally and informally with all reporting teams on a regular basis</li> <li>Transfers information effectively altering language and tone as necessary to reach different staffing levels or groups.</li> </ul>
<b>Strategy &amp; Performance</b>  <b>Te Ringa Raupā</b>  <i>the roughened hand (symbolising a hard worker)</i>	<p>Proactively searches out solutions to problems and makes timely and appropriate decisions.</p> <p>Understands the implications decisions within the service or individual units have on the wider organisation and other services.</p> <p>Works collaboratively with stakeholders to maximise overall effectiveness.</p>	<ul style="list-style-type: none"> <li>Demonstrates effective and timely decision making/problem solving techniques.</li> <li>Strives for new and improved work processes that will result in greater effectiveness and efficiencies both within reporting departments and across the system</li> <li>Aware of the potential impact on other services of decisions on service delivery and consults as appropriate utilising available resources.</li> <li>Provides information to stakeholders before any change occurs.</li> <li>Seeks feedback from stakeholder groups on service delivery.</li> <li>Modifies and enhances service delivery in collaboration with stakeholders.</li> </ul>
<b>Development and Change</b>  <b>Te Ringa Ahuahu</b>  <i>the hand that shapes or fashions something (refers to someone who is innovative)</i>	<p>Provides innovative solutions to problems.</p> <p>Supports and guides staff through change.</p>	<ul style="list-style-type: none"> <li>Will change or modify own opinions and will switch to other strategies when necessary.</li> <li>Encourages problem solving, solution finding and hardwiring of agreed changes.</li> <li>Is empathetic and inclusive in finding solutions.</li> <li>Engages with staff to understand concerns and provide feedback on possible solutions.</li> <li>Encourages teams to put forward ideas for strategic change.</li> <li>Collects data on deliverables and changes. Reports and celebrates success</li> </ul>
<b>Personal Accountability</b>  <b>Te Ringa Tōmau</b>  <i>the hand that is trustworthy</i>	<p>Manages own and encourages others to foster work/life balance.</p> <p>Actively manages own career aspirations and development.</p>	<ul style="list-style-type: none"> <li>Ensures regular breaks are taken and own annual leave accruals are used within the 12 months following accrual.</li> <li>Ensures employees within their service are taking regular annual leave breaks for the purpose of rest/recreation throughout the year.</li> <li>Is constantly striving to acquire and maintain knowledge, skills and/or experience.</li> <li>Has own career development plan and succession planning.</li> <li>Seeks out development opportunities to expand knowledge and capability.</li> <li>Engages in projects and activities readily which are above and beyond scope of current role.</li> </ul>

<p><b>Culture and Values</b></p> <p><b>Te Ringa Taurima</b></p> <p><i>the hand that nurtures, encourages, supports</i></p>	<p>Inspires team to achieve whilst maintaining Te Whatu Ora - Lakes values.</p>	<ul style="list-style-type: none"> <li>• Works with teams to identify plans for their unit and selves that will contribute to the organisation's annual plan, vision/mission etc.</li> </ul>
<b>Compulsory Requirements</b>	Description	Expected Outcomes
<b>Māori Health</b>	Māori philosophies and values of health are demonstrated in work practice.	<ul style="list-style-type: none"> <li>• Meaningful relationships are established and maintained with Te Aka Matua (Rotorua and Taupō Hospitals)</li> <li>• Practices are consistent with Te Tiriti o Waitangi /The Treaty of Waitangi when working with Māori.</li> <li>• Delivery of safe services for Māori are facilitated by ensuring they can access treatment options and are involved in the planning and delivery of their care.</li> <li>• Promotes appropriate service improvements within organisational direction that reduce inequities and improve health outcomes for Maori</li> <li>• Māori are enabled to access and participate in cultural activities provided by the Lakes.</li> <li>• A commitment to improving the wellbeing of Māori by increasing cultural knowledge in the Lakes is shown.</li> <li>• Focus on accurate pronunciation of Te Reo with commitment to improving knowledge of Reo and tikanga</li> </ul>
<b>Te Iti Kahurangi</b>	The Lakes Way, Our Place Our Culture	<ul style="list-style-type: none"> <li>• Works within the Te Iti Kahurangi framework and supporting guide document.</li> </ul>
<b>Record Keeping</b>	Accurate and high quality record keeping supports robust management practice	<ul style="list-style-type: none"> <li>• Complies with the Lakes Corporate Records Management policy to create and maintain full and accurate records.</li> <li>• Maintains appropriate records to support and evidence robust management practices</li> </ul>
<b>Quality &amp; Risk</b>	Patient safety is paramount to the service we deliver at Lakes. This is to be achieved in a clinical governance framework that is culturally responsive and identifies and manages risk and opportunities to improve.	<ul style="list-style-type: none"> <li>• Employees are supported to lead by example and implement a culture of continuous quality improvement.</li> <li>• Risks that may prevent Lakes from achieving their goals are identified, reported, and managed.</li> <li>• Māori patients are provided patient-centred care to achieve positive Māori health outcomes.</li> <li>• Needs of Māori are reviewed and reported in the further development of practice, process and or policy.</li> <li>• Evidence-based methodologies are used to support improvements, e.g. kaupapa Māori methodology.</li> <li>• Quality care is provided to certification standards.</li> </ul>
<b>Health &amp; Safety</b>	Each individual is responsible for ensuring the safety of themselves, their colleagues, patients and their visitors and to comply with all organisational health and safety policies, procedures and guidelines.	<ul style="list-style-type: none"> <li>• Implementation and reinforcement of a proactive healthy work place culture which reflects relevant Lakes policy and legislative requirements.</li> <li>• Healthy lifestyles are actively promoted and participated in, within the work area.</li> <li>• Employees participate in Health and Safety within areas of work.</li> <li>• Health and Safety activities are appropriately documented within specified timeframes.</li> <li>• Health and Safety policies have been read and understood and are applied in the workplace.</li> <li>• Health and Safety policies are appropriately documented within specified timeframes and incidents are reported immediately.</li> <li>• Any opportunities for improving Health and Safety are reported and acted upon in a timely manner.</li> </ul>

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- All near misses/incident/accidents are reported to the appropriate line manager within 24 hours.
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**Signatures:**

Line Manager:  
(position description approved):

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Employee:  
(acceptance of position description):

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*(Please also initial all other pages to show acceptance of position description.)*

Person Specification	Essential:	Desirable:
<b>Education and Qualifications:</b>	<ul style="list-style-type: none"> <li>▪ Tertiary qualifications as a health professional or in management relevant to the role</li> </ul>	<ul style="list-style-type: none"> <li>▪ Registered Health Practitioner with a current Annual Practicing Certificate with the relevant professional body in New Zealand (highly desirable)</li> <li>▪ Post graduate qualification (highly desirable)</li> <li>▪ Post grad or diploma in leadership and management or committed to achieve within 2 years</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>▪ Minimum five years' experience post registration in a clinical management position (highly desirable)</li> <li>▪ Proven ability to work in a complex and changing environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advanced experience in a range of clinical settings.</li> <li>▪ Change management</li> <li>▪ Financial management experience (desirable)</li> <li>▪ Previous Quality improvement experience (highly desirable)</li> <li>▪ Previous leadership experience (highly desirable).</li> </ul>
<b>Knowledge:</b>	<ul style="list-style-type: none"> <li>▪ Excellent clinical knowledge and skills that drives good patient outcomes and safety</li> <li>▪ Understanding of New Zealand Health Legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ ..</li> </ul>
<b>Skills:</b>	<ul style="list-style-type: none"> <li>• Proven leadership ability</li> <li>• Excellent communication skills, highly articulate and excellent listening skills.</li> <li>• Strong numeracy skills and the ability to use data</li> <li>• Strong focus on team philosophy and collaborative working.</li> <li>• Sound understanding of professional ethics.</li> <li>• Ability to work autonomously</li> <li>• Computer literacy</li> <li>• Strong driver of performance and outcomes</li> <li>• Ability to support and implement change</li> </ul>	
<b>Personal Attributes:</b>	<ul style="list-style-type: none"> <li>▪ Calm, even, consistent and mature personality.</li> <li>▪ Motivational</li> <li>▪ Professional approach and manages stress effectively.</li> <li>• Ability to think strategically, operationally and objectively.</li> </ul>	



**ABOUT TE WHATU ORA - LAKES**

At Te Whatu Ora - Lakes we place the highest value on the health and wellbeing of everyone in our community. As such all healthcare workers are expected to play a part in the creation and promotion of an environment which lives the following vision, mission and values:

**VISION**

Healthy Communities – Mauriora! In this vision Mauriora refers to the Mauri - being the life essence and the source of well being, and ora - describing the state of wellness.

**STRATEGIC MISSION**

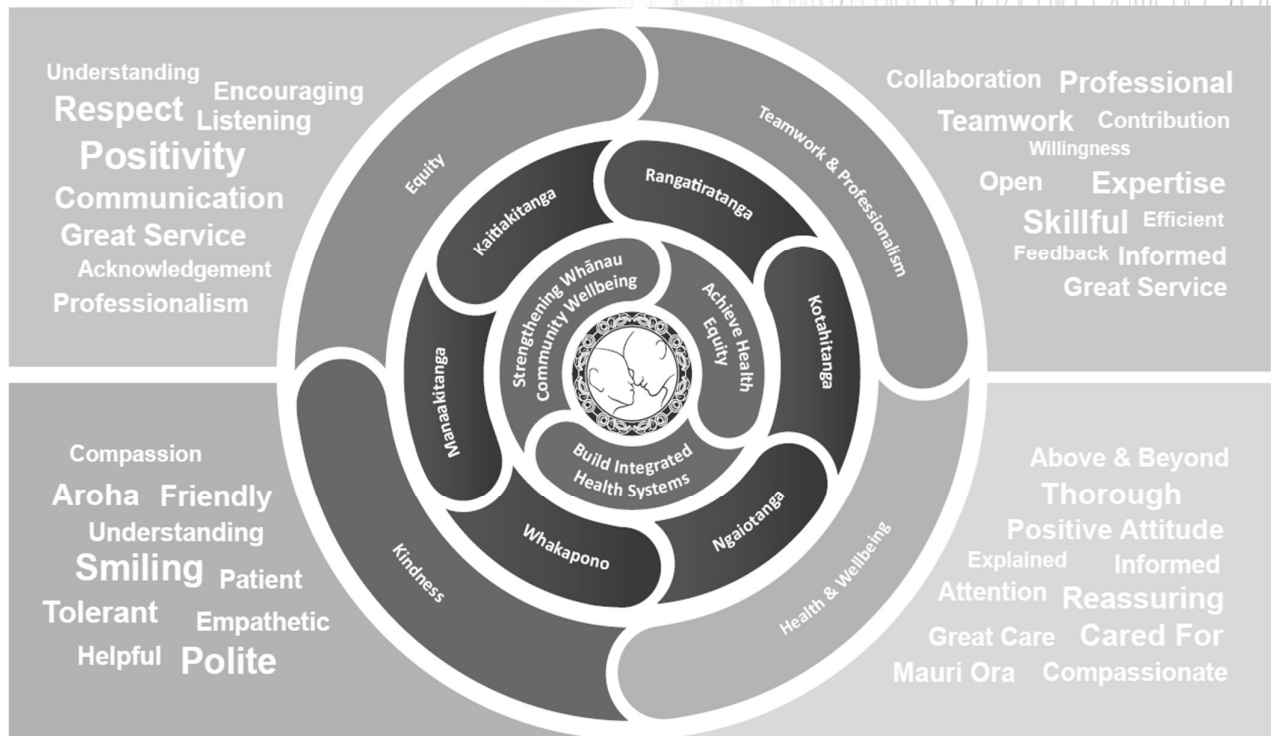


- Achieve equity in Māori health
- Build an Integrated health system
- Strengthen people, whanau & community wellbeing

**THREE CORE VALUES**

Manaakitanga	respect and acknowledgment of each other’s intrinsic value and contribution
Integrity	truthfully and consistently acting collectively for the common good
Accountability	collective and individual ownership for clinical and financial outcomes and sustainability

**TE ITI KAHURANGI – THE LAKES WAY, OUR PLACE, OUR CULTURE – WE WILL**



## TE TIRITI O WAITANGI

### Our expression of Te Tiriti o Waitangi

The text of Te Tiriti, including the preamble and the three articles, along with the Ritenga Māori declaration, are the enduring foundation of our approach to achieving health and independence. Based on these foundations, we will strive to achieve the following four goals, each expressed in terms of mana.

### Mana whakahaere

Effective and appropriate kaitiakitanga and stewardship over the health and disability system. Mana whakahaere is the exercise of control in accordance with tikanga, kaupapa and kawa Māori. This goes beyond the management of assets and resources and towards enabling Māori aspirations for health and independence.

### Mana motuhake

Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives and to live on Māori terms and according to Māori philosophies, values and practices, including tikanga Māori.

### Mana tangata

Achieving equity in health and disability outcomes for Māori, enhancing the mana of people across their life course and contributing to the overall health and wellbeing of Māori.

### Mana Māori

Enabling Ritenga Māori (Māori customary rituals), which are framed by te ao Māori (the Māori world), enacted through tikanga Māori (Māori philosophy and customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

Lakes is committed within the framework of the New Zealand Public Health and Disability Act (2000) to supporting the Crown's commitment to upholding its Tiriti promises.

## ORGANISATION STRUCTURE

# Te Whatu Ora

## Health New Zealand

Lakes

