

Position holder (title)	Integrated Operations Centre Manager
Reports to (title)	Operations Director
Department / Service / Directorate	Operations Directorate
Purpose of the position	<p>The position of Integrated Operations Centre Manager is responsible for the effective day to day management of hospital.</p> <p>They are responsible for the operational management of the Integrated Operations Centre which includes the Resourcing Unit (Nursing Resourcing (casual, relief/roster office), Duty Managers/Bed Manager, Clinical Resource Nurse, TrendCare/CapPlan and the RMO Resourcing & Support Unit) and the Patient Support Unit (Chaplains, Interpreting Service, Linen and Laundry, uniforms, wheelchairs, beds, mattresses, Mortuary, Orderlies, Transit Lounge, Security, Volunteer Service and OCS contract management) and Patient Transport Service.</p> <p>The role will do this through managing and leading the people, systems, processes and resources that facilitate safe, efficient and effective service delivery across the organisation. This will require the role to continue the development and future direction of the IOC, undertake change management and quality improvement work as required, facilitating the roll out of an organisational view of capacity and production planning, and the integration into practice of the virtual components of the IOC.</p> <p>This position works in partnership with the Directorate Leadership Team and allow this team to focus on both the strategic and operational development of their services.</p> <p>Specifically, the Integrated Operations Centre Manager is responsible for:</p> <ul style="list-style-type: none"> • Planning , forecasting and management of daily operations • Seasonal planning, resource allocation, managing patient flow and volume surge. • Working with all professional groups to ensure effective resourcing to deliver safe and high quality patient care • Working in partnership with all directorate leadership teams • Support to effective utilisation of TrendCare and CapPlan systems • Management of contracts relating to Patient Transport and Flight contractors • Managing staff and resources to ensure the provision of efficient, safe and effective patient care. • Ensuring that performance management of personnel complies with the established organisational policies. • Operationally and strategically supporting the ongoing development of the Directorate. • Being actively involved with project management and leading selected service improvement activities. • Ensuring delivery of organisational KPIs including relevant MOH target, financial budgets and service plans. • Recognising and supporting the delivery of the Hawke's Bay Health Sector vision and behaviours.

Working Relationships

Internal	External
<ul style="list-style-type: none"> • Operations Director • Health Services Leadership Team (HSLT) • Managers and other staff within the Operations Directorate • Executive Management Team • Directorate Leadership Teams • Management Accountants • Professional Advisors • Other HBDHB managers & staff 	<ul style="list-style-type: none"> • Other DHBs specifically their Flight Teams • Community organisations • Māori Health Providers • NGOs • PHO • GPs • Ministry of Health and other government organisations • General Public • Education facilities • Private hospital providers • DHB contracted transport operators (road, fixed wing & rotary wing) e.g. Skyline Aviation, HB Helicopter Rescue (HBRHT)

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Dimensions

Expenditure & budget / forecast for which accountable	To be confirmed. Up to \$XXX thousand financial delegations in accordance with the HBDHB Financial Delegations Policy.
Challenges & Problem solving	<i>i.e. main problems or challenges faced in the position, any special internal or external factors that impact the job, and the amount of guidance available</i>
Number of staff reports	Resourcing Unit Manager (1.0 FTE) Patient Support Unit Manager (1.0 FTE) Associate Clinical Nurse Manager – Patient Transport (1.0 FTE)
Delegations & Decision	<i>i.e. delegations and authority to act – decisions expected from this position</i>
Other Indicators	Operational management is provided by the Integrated Operations Centre Manager, to the Resourcing Unit Manager, Patient Support Unit Manager and the Administration Manager.

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Our vision

HEALTHY HAWKE'S BAY

TE HAUORA O TE MATAU-Ā-MĀUI

Excellent health services working in partnership to improve the health and wellbeing of our people and to reduce health inequities within our community.

Our values

Tauwhiro – delivering high quality care to patients and consumers

Rāranga te tira – working together in partnership across the community

He kauanuanu – showing respect for each other, our staff, patients and consumers

Ākina – continuously improving everything we do



Key Accountabilities

ORGANISATIONAL LEADERSHIP	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Coordination of the daily utilisation of facilities and resources. • Support the Bed Manager / Duty Managers to manage beds and associated resources using clear clinical rationale. • Continue to develop and establish the organisational criteria that govern the facilities response to anticipated demand on a daily basis. • Monitor and continue to develop the organisational response to varying demand for services. • Implement the monitoring and reporting tools to assist with managing demand and appropriate allocation of resources. • Champion the organisations vision and values. • Lead quality improvement initiatives to further improve facility and resource utilisation. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Organisational KPIs are met. • Resource decisions show a balance between patient need and organizational capacity and ensure best use of resources. • Information tools and reports are available and inform decision making.
TEAM LEADERSHIP AND HUMAN RESOURCE MANAGEMENT	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Foster clinical governance of the Integrated Operations Centre through a joint accountability with Clinical Leadership. • Provide operational leadership for the Integrated Operations Centre Team. • Ensure annual performance reviews are completed according to organisational policy. • Offer coaching and support to staff where appropriate and/or necessary. • Ensure professional development opportunities are available for staff which are relevant to the role, scope of practice and professional trends. • Initiate and support reward and recognition activities to foster an environment where staff feel supported and valued. • Develop and deliver on budgets. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Services are delivered within budget. • Service KPIs are achieved. • All direct reports have development and succession plans. • Performance Appraisals are aligned to plans annually.
RESOURCE MANAGEMENT	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Services delivered within available resources. • A rigorous bottom up budgeting process exists. • Comprehensive reporting frameworks are in place. • On-going assessment of clinical and service performance occurs within units and benchmarking is part of normal practice. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Contributes to the achievement of organisational KPIs. • Service KPIs are met. • Annual operational and strategic plans are achieved. • Performance trends against benchmarks.

PATIENT TRANSPORT and ACCOMMODATION	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Manage the contracts for external transport and accommodation providers • Develop and deliver on budgets. • Support the operational clinical transport / flight teams 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Services are delivered within budget. • Service KPIs are achieved. • Feedback from contractors

WORKFORCE	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Plan for service development and the recruitment of suitably qualified / experienced staff. • Work with the HSLT, and Directorate Leadership teams to ensure any strategic workforce issues for the RMOs / Nursing are identified and progressed. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Annual workforce plan is in place. • A plan is in place to address strategic workforce issues.

SERVICE PLANNING	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • The Integrated Operations Centre service development plan is aligned to organisational annual strategic and operating plans. • Plans reflect a whole of organisation view. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Assessment of the current performance of the Integrated Operations Centre is completed. • Initiatives are identified to support the further development of the Integrated Operations Centre. • A programme of work is developed with key milestones and timeframes. • Engagement across the organisation can be demonstrated and measured.

OCCUPATIONAL HEALTH & SAFETY	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Displays commitment through actively supporting all health and safety initiatives. • Ensures all staff/colleagues maintain adequate safety standards on the job through consultation, training and supervision. • Ensures own and others safety at all times. • Complies with policies, procedures and safe systems of work. • Reports all incidents/accidents, including near misses in a timely fashion. • Is involved in health and safety through participation and consultation. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evidence of participation in health and safety activities. • Demonstrates support of staff/colleagues to maintain safe systems of work. • Evidence of compliance with relevant health and safety policies, procedures and event reporting.

Key Competencies

DRIVE FOR RESULTS	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Demonstrates the ability to drive self and others to deliver results e.g. MOH targets, KPI's, service plans. • Consistently and constantly fosters joint problem solving and decision making across the team and wider. • Manages the balance between meeting both organisational wide targets and budget requirements. • Demonstrates the following: <ul style="list-style-type: none"> – Strong prioritisation skills – Communication skills (both verbal and written) and – The running of effective meetings. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Organisation meets the defined targets within budget. • Team meetings held on a monthly basis are effective and results focused. • Monthly reports and business case's presented professionally, with effective decision making.
BUILDING EFFECTIVE TEAMS	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Staff performance development plans are aligned with the approved service/continuum plan. • Creates strong morale and spirit in his/her team to foster a feeling of belonging. • Demonstrates the ability to blend people into teams when needed to work autonomously e.g. leading project teams, participation in projects, forums. • Fosters open dialogues and joint problem solving and decision making. • Defines success in terms of the whole team and shares wins and successes. • Demonstrates the ability to effectively lead and participate in organisational wide project teams as required. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • 90% of performance appraisals are completed on time with objectives and plans incorporated. • Team meetings are run on a monthly basis. • Successes are recognised and celebrated on both an individual and team level. • Projects are implemented effectively within the parameters of the terms of reference.
CUSTOMER SERVICE	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Open and responsive to customer needs. • Demonstrate an understanding of continuous quality improvement. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Demonstrates a commitment to customer service and continuous quality improvement, through interaction with patient/clients and other customers. • Identifies customer needs and offers ideas for quality improvement. • Effective management of customers/situations.
ENGAGING EFFECTIVELY WITH MĀORI	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Demonstrates knowledge and understanding of local tikanga and Māori culture sufficiently to be able to respond appropriately to Māori. • Is visible, welcoming and accessible to Māori consumers and their whanau. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Accelerated health outcomes for Māori. • Evidence of positive feedback from Māori consumers and whānau, and colleagues. • Evidence of collaborative relationships with Māori whānau and community/organisations.

<ul style="list-style-type: none">• Actively engages in respectful relationships with Māori consumers and whānau and the Māori community.• Actively seeks ways to work with Māori consumers and whānau to maximise Māori experience.• Actively facilitates the participation of whānau in the care and support of their whānau member.	<ul style="list-style-type: none">• Evidence of whānau participation in the care and support of their whānau member.
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Essential and Desirable Criteria: Qualifications / Skills / Experience

Essential	
Engaging Effectively with Maori	Demonstrates the ability to engage effectively with Maori consumers (patients/families/whanau). Demonstrates ability to apply the Treaty of Waitangi within the Service.
Qualifications (eg, tertiary, professional)	Relevant professional qualification, Diploma or Degree in Health Management (or equivalent)
Business / Technical Skills (eg, computing, negotiating, leadership, project management)	Leadership Human Resources Management Financial Management Logistics Quality Improvement and Risk Mitigation Project Management or Prince II
Experience (technical and behavioural)	<p style="text-align: center;">Values & Behaviours</p> <p>Shows commitment to, and demonstrates the behaviours of the health sector:</p> <p>He kauanuanu Showing respect for each other, our staff, patients and consumers – this means I actively seek to understand what matters to you.</p> <p>Ākina Continuously improving everything we do – this means that I actively seek to improve my service.</p> <p>Rāranga te tira Working together in partnership across the community – this means I will work with you and your whanau on what matters to you.</p> <p>Tauwhiro Delivering high quality care to patients and consumers – this means I show empathy and treat you with care, compassion and dignity.</p> <ul style="list-style-type: none"> • 5-10 years' experience as a Manager within the Health Sector. • Has demonstrated experience in managing large multi-disciplinary teams in a pan-organisational capacity. • Knowledge and experience in managing acute patient flow in a secondary hospital services environment. • Knowledge of and experience in application of the relevant union agreements.
Desirable	

Recruitment Details

Position Title	Integrated Operations Centre Manager Operations Directorate
Hours of Work	80 hours per fortnight (1.0 FTE)
Salary & Employment Agreement Coverage	As per the Individual Employment Agreement negotiated with the appointee according to qualifications and experience, pro rata for hours worked.
Date	September 2016