

Position holder (title)	Resourcing Unit Manager
Reports to (title)	Integrated Operations Centre Manager
Department / Service / Directorate	Integrated Operations Centre, Operations Directorate
Purpose of the position	<p>The position of Resourcing Unit Manager is responsible for the leadership and effective operational management of the Resourcing Unit which includes the Casual/Relief Nursing Roster Office, the RMO Resourcing & Support Unit, Duty Managers/Bed Managers, Trendcare/CapPlan systems administration and Clinical Resource Nurses.</p> <p>Key deliverables include:</p> <ul style="list-style-type: none"> ▪ Effective utilisation of Casual/Relief Nursing and RMO workforce ▪ Support professional development provision for Casual/Relief Nursing and RMO training with the relevant teams e.g. Education & Development, Nurse Consultant Workforce Development, and Nurse Educators etc. ▪ Matching clinical service requirements with appropriately skilled workforce ▪ Compliance with the relevant MECAs and New Zealand employment legislation. ▪ Strategic workforce planning in collaboration with Health Workforce New Zealand (for RMO planning), District Health Boards New Zealand, and Hawke's Bay DHB Clinical Heads of Department and Directorate Leadership Teams. ▪ Managing the workforce requirements of 24/7 rosters. ▪ Financial management in relation to matching Casual/Relief Nursing and RMOs to budgeted FTE, training related expenses, MECA and employee related expenses and operating expenses. ▪ Managing Casual/Relief Nursing and RMO leave and managing reliever requirements and allocation. ▪ Is actively involved with project management and will lead service improvement activities as delegated by the respective clinical and management leaders. ▪ Delivery of organisational KPI's including relevant MOH target, financial budgets and service plans. ▪ To recognise and support the delivery of the Hawke's Bay Health Sector vision and behaviours.

Working Relationships

Internal	External
<ul style="list-style-type: none"> ▪ Operations Director ▪ Integrated Operations Centre Manager ▪ Patient Support Unit Manager ▪ Administration Manager ▪ Directorate Leadership teams ▪ Nurse Consultant Workforce Development ▪ Management Accountant ▪ Human Resources ▪ Other HBDHB managers & staff 	<ul style="list-style-type: none"> ▪ Other DHBs ▪ Ministry of Health and other government organisations ▪ Health Workforce New Zealand ▪ New Zealand Registered Doctor's Association ▪ New Zealand Nurses Organisation ▪ DHB Shared Services

Dimensions

Expenditure & budget / forecast for which accountable	To be confirmed.
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	XXX FTE
Delegations & Decision	<i>i.e. delegations and authority to act – decisions expected from this position</i>
Other Indicators	<i>Any other quantities that indicate the size of the role e.g. size of the area, number of stakeholders</i>

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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

CLINICAL LEADERSHIP AND PRACTICE	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Be responsible for leading, facilitating and supporting effective unit delivery. • Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery. • Provide expert advice, support and coaching all direct reports managing complex and difficult situations. • Ensure workforce complies with legislative, professional and organisational requirements. • Ensure regular meetings with all members of the team to improve effectiveness, efficiency, promote communication and resolve issues. • Establish strong collegial relationships with clinicians and Directorate Leadership Teams and wider the wider organisation in order to: <ul style="list-style-type: none"> • Enable effective two way communication • Contribute to relevant service and organisation wide initiatives • Continuously review processes and systems as needed. • Ensure, by excellent leadership, that all team members advocate on behalf of patients/whanau/colleagues as appropriate and in a culturally safe manner. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evidence of effective strategies and methods to engage the team in decision making. • Evidence of effective strategies and methods to engage the workforce. • Actively participates in meetings, projects and committees as required. • Staff engagement in active education and professional development. • Performance appraisals will be completed as per organisational requirements.
WORKFORCE STRATEGY	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • In conjunction with Directorate Leadership Teams, ensure that workforce strategy is converted to meaningful and relevant operational objectives and actions. • Contribute to key management decision making in areas across the Hawke's Bay Health System in relation to RMO and Casual/Relief Nursing workforces. • Develop and maintain a high performing and client centric team where staff are focused on achieving objectives for staff and services. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Feedback from Directorate Leadership Teams. • Workforce strategy is implemented and monitored. • The operation has suitably skilled and experienced staff resources to run effectively and efficiently.
WORKFORCE DEVELOPMENT	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Collaborate with Directorate Leadership Teams about national and regional workforce needs such as HWNZ identified 'vulnerable' specialties to develop local training opportunities for RMOs. • Work with the Recruitment Team to design recruitment strategies that match 'the right' RMOs and Casual/Relief Nurses for positions. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • The operation has suitably skilled and experienced staff resources to run effectively and efficiently. • Recruitment, selection and appointment processes and retention strategies are developed and implemented, in conjunction with the Recruitment Team, to meet the needs of the operation

SUPPORTING CLINICAL TEAMS ACROSS HAWKE'S BAY DHB	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Rostering requirements relating to Nursing and RMOs are understood and implemented according to the relevant MECAs. • Run descriptions are current and roster patterns are developed to meet strategic and operational needs and are MECA compliant. • Supporting services with rostering requirements and providing rostering coordination. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Run descriptions are up to date and meet the needs of the operation and training requirements. • Reviews of run descriptions are undertaken in line with relevant MECA provisions. • Timely and accurate rostering that is MECA compliant and meets the needs of the operation.

SUPPORTING WORKFORCE	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Supporting Casual / Relief nursing and RMOs to maintain their wellbeing and resilience. • Work collaboratively with Training Supervisors and Clinical Heads of Department and Managers and the NZ Resident Doctors Association to proactively mitigate risks of MECA breaches and support Registered Medical Officer employment needs. • Work closely with Directorate Leadership Teams, Payroll, Finance, Education and Development and Human Resources to address questions from and about Nurses and RMOs. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Feedback from RMOs. • Concerns about clinical performance and/or training progression are addressed in a timely and appropriate manner and in line with Human Resources policy. • Feedback from Training Supervisors and Clinical Heads of Department. • Questions are responded to within appropriate timeframes.

FINANCIAL DELIVERABLES	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Monitor financial trends, look for savings opportunities, and actively promote strategies that result in reducing risk in relation to RMO and Casual/Relief Nursing employee costs and training related expenses whilst at the same time ensuring MECA compliance. • Collaborate with services and finance to promote roster efficiencies that are focused on financial sustainability, improved productivity, clinical safety and the patient journey. • Ensure relevant financial and budget objectives are achieved by maintaining and monitoring systems and taking corrective action where appropriate. • Identify and act on opportunities for maximising revenue earning and improved efficiencies. • Support services to assess needs and prepare proposals for changes to RMO and Casual/Relief Nursing workforce expenditure to meet the ongoing and developing requirement in the service. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Regular reports provided to IOC Manager • Compliance to relevant MECA • Feedback from NZNO & RDA

NURSING AND MEDICAL WORKFORCE COMPLIANCE	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Ensuring all RMOs and Casual/Relief Nurses have Medical Council of New Zealand and Nursing Council of New Zealand registration and hold current practicing certificates and the appropriate scope of practice. • Ensuring all RMOs & Casual/Relief Nurses have appropriate medical professional indemnity insurance. • Compliance with the Vulnerable Children's Act. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • All staff have upto date registration and APCs • Compliance to relevant MECAs

LEADERSHIP	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Develop the skills within the team to ensure that they think and act strategically when working with RMOs, Casual/Relief Nurses and Directorate Leadership Teams and services. • Promote a positive and professional environment where the needs of services and the needs of RMOs and Casual/Relief Nurses can be met using a variety of communication pathways. • Review the performance of individuals and the collective team regularly and provide direct feedback and support. • Review the strategy of the team and evolve practices and tools used in ways that develop the team's capability in support of key Hawke's Bay DHB priorities. • Focus on quality improvement, risk mitigation and opportunities for efficiencies. • Support team members to perform responsibly in their areas of accountability. This includes ensuring that training and ongoing development opportunities for staff are appropriately accessed and utilised. • Encourage and explore opportunities for personal and professional development to occur with the aim of retaining valued staff within the organisation. 	<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.

OPERATIONAL MANAGEMENT	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Model positive, professional behaviour that respects diversity within the team and wider organisation. • Ensure operations and procedures are consistent with Hawke's Bay DHB policy and procedure, MECAs and legislation. • Develop a culture of collaboration with staff work in ways that support services and help them achieve priorities. • Meet regularly with team members to engage them and actively promote their contribution in strategies that support services including reviewing of rosters, monitoring and forecasting vacancies, and supporting services with internal reviews and projects. • Work closely with services to share ideas and identify and implement opportunities to maximise consistency and alignment across Hawke's Bay DHB. • Effectively resolve escalated issues or complaints to the satisfaction of all parties while educating or suggesting improvements to avoid similar issues in the future where this is possible/practical. • Develop, manage and maintain effective working relationships with key stakeholders. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Non-clinical support services are able to deliver consistently high quality services and functions that meet operational demand. • Service Plans and Quality Plans are developed, implemented and monitored. • Evidence that multidisciplinary teamwork is supported and facilitated. • Policy and procedure pertaining the the Unit are up to date and meet the needs of the Unit and organisation

PAYROLL AND HUMAN RESOURCES ADMINISTRATION	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Support the team and work closely with Human Resources to ensure timely responses to enquiries from RMOs, Casual/Relief Nurses and services. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Organisational Human Resources policy and procedure is consistently applied. • Human Resources Advisors are effectively consulted.

<ul style="list-style-type: none"> • Ensure timely processing of employment and training related expense reimbursement. • Proactively review and manage salary and other payment errors. • Collaborate with HR Administration, HR Information Services and Information Services to identify and act on opportunities for risk mitigation relating to payments and employment entitlements. • Partner with HR Information Systems to enhance the functionality of the Registered Medical Officer and Casual/Relief Nurse roster database with HR Information Systems. 	<ul style="list-style-type: none"> • Recruitment are effectively consulted to ensure appropriate recruitment, selection and appointment of staff. • Performance Improvement Plans are developed, implemented and monitored where necessary. • Annual Performance Plans are up to date and skill, knowledge and attribute gaps identified and mitigated by training/education and learning.
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COMMUNICATION AND INFORMATION

<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Use appropriate methods to communicate appropriate information with RMOs and Casual/Relief Nurses, Directorate Leadership Teams and other internal/external stakeholders in a timely way. • Maintain regular appropriate contact with the Unions and their local delegates. • Maintain current information, documentation and publications for RMOs and Casual/Relief Nurses on the intranet or other forums as is appropriate. • Responding to requests for information from internal and external sources e.g. Health Workforce NZ and the Ministry of Health. • Timely updates to services about issues affecting the Registered Medical Officer and Casual/Relief Nursing workforce. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evidence of role modelling and leadership practices. • Practical application of identified leadership competencies.
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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.
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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. <p>Demonstrates the following:</p> <ul style="list-style-type: none"> ▪ Strong prioritisation skills ▪ Communication skills (both verbal and written) and 	<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.
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<ul style="list-style-type: none"> ▪ The running of effective meetings 	
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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 appraisal's 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.
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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.
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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 whānau. • 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. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Accelerated health outcomes for Maori. • Evidence of positive feedback from Māori consumers and whānau, and colleagues. • Evidence of collaborative relationships with Māori whānau and community/organisations. • 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 (e.g., tertiary, professional)	Diploma qualification and/or 5 plus years of operational management experience
Business / Technical Skills (e.g., computing, negotiating, leadership, project management)	Computer literate with working knowledge of Outlook, MS Word, PowerPoint and Excel applications. Priority setting/time management. Ability to work independently and be a team member People Management
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"> ▪ Knowledge of and experience in the application of NZNO and RDA MECAs ▪ Role model, with high degree of maturity, stability and self-confidence. ▪ A commitment to quality and excellence, with a proven ability to contribute to process improvement. ▪ Excellent communication and planning skills, including problem solving. ▪ Negotiating skills, including conflict management
Desirable	
Roster Systems	Experience in the use of 24/7 roster systems

Recruitment Details

Position Title	Resourcing Unit Manager
Hours of Work	80 hours per fortnight (1.0 FTE)
Salary & Employment Agreement Coverage	As per the Individual Employment Agreement (IEA) negotiated with the appointee.
Date	September 2016