

Clinical Lead – ADU NSH

Position Description

Date: November 2017

Job Title	:	Clinical Lead – NSH Assessment and Diagnostic Unit (MED/ SURG ADU)
Department	:	Acute and Emergency Medicine
Location	:	North Shore Hospital
Reporting To	:	General Manager – Acute & Emergency Medicine (management) Head of Division – Acute & Emergency Medicine (professional)
Direct Reports (clinical management)	:	Medical staff including SMO's, MOSS and RMOs
Clinical Partnership	:	Operations Manager
Functional Relationships with	:	<u>Internal</u> Clinical Directors of other service areas Chief of Surgery Directors of Clinical Training Head of Division – Nursing and Allied Health & HODS other services Charge Nurses Lead clinicians of projects and committees Clinical Director of Health Campus <u>External</u> Relevant Colleges & Professional Bodies Clinical Directors of other DHBs and PHOs General Practitioners NRA Health Quality and Safety Commission Medical Council of New Zealand Health and Disability Commission

Our Purpose, Values and Standards

At the heart of Waitemata DHB is our promise of 'better care for everyone'. This promise statement is the articulation of our three-fold purpose to:

1. promote wellness,
2. prevent, cure and ameliorate ill health and
3. relieve the suffering of those entrusted to our care.

At the heart of our values is the need for all of us to reflect on the intrinsic dignity of every single person that enters our care. It is a privilege to be able to care for patients, whānau and our community, a privilege that is sometimes overlooked in our day to day work. Our standards and behaviours serve as a reminder to us all about how we are with our patients and with each other.

everyone matters

Every single person matters, whether patients, clients, family members or staff members.

- **Welcoming** and friendly
- **Respect** and value each individual
- Take time to **listen** and understand
- **Speak up** for others

with compassion

We see our work in health as a vocation and more than a job. We are aware of the suffering of those entrusted to our care. We are driven by a desire to relieve that suffering. This philosophy drives our caring approach and means we will strive to do every-thing we can to relieve suffering and promote wellness.

- **Compassionate** for your suffering
- Attentive, **helpful** and kind
- Protect your **dignity**
- **Reassuringly** professional

connected

We need to be connected with our community. We need to be connected within our organisation – across disciplines and teams. This is to ensure care is seamless and integrated to achieve the best possible health outcomes for our patients / clients and their families.

- **Communicate** and keep people informed
- **Explain** so people understand
- **Teamwork** with patients, whānau, and colleagues
- Give and receive **feedback**

better, best, brilliant

We seek continuous improvement in everything we do. We will become the national leader in health care delivery.

- **Positive** we can make a difference
- **Improve** our service and ourselves
- Clean and **safe** practice
- Timely, **efficient** and organised

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Purpose of the role

- : In partnership with the Operations Manager provide strategic direction and vision to support the development of service and implement operational duties within the resources available that best serves the community of the Waitemata District Health Board.

Be a professional leader and develop clinical governance in the departments.

Implement improved timely patient care and enhanced same-day acute care and ambulatory emergency care patient flows.

KEY TASKS	EXPECTED OUTCOMES
General Responsibilities	<ul style="list-style-type: none"> • Develop and embed a focus in same-day and ambulatory acute care, the standardisation of acute care processes and increased co-ordination across specialties. • In partnership with the Operations Manager translate and implement the relevant national, regional and Waitemata DHB priorities as specified in the Regional Health Plan and DHB Annual Plan • Ensure the development and maintenance of effective systems to support Clinical Governance activities being undertaken regularly. • Promote an environment of clinical and training excellence, and ensure that research is encouraged. • Models high standards of professional conduct • Conveys staff opinions of the senior management regarding all aspects of the department. • Ensure policies, guidelines and processes are in place to support the delivery of excellent health care. • Ensure communication processes within the service are planned and effective so staff are consulted and informed about decisions made/or to be made within the service. • Ensure clinical issues of concern are addressed with the Operations Manager, General Manager and/or HOD to achieve timely and positive resolution.
Strategy	<ul style="list-style-type: none"> • Develop strategies and pathways to provide standardized acute care. • Lead senior staff contribution in the strategic development of the service both locally and regionally. • Liaise with specialties to develop ambulatory (non-admission) models of care. • Develop use of IT in ADU. • Seamlessly link between Emergency Medicine/GP and specialty acute care. • Work proactively with other Northern Regional DHBs, Primary Health Organisation (PHO) and related organisation to align strategic planning for the department. • Participate in strategic planning activities to support the development of business cases, and has shared responsibility (with designated management partner) for the sign off and implementation of business cases.

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Operational	<ul style="list-style-type: none"> • Maximise timely care ensuring patients are provided with the most appropriate pathways through the ADU to ensure smooth patient flow, best care, with no delays preventing timely and appropriate discharge. • Co-ordinate with ED to provide appropriate care for acute patients. • Work with other clinicians and teams towards seamless care e.g. discharge team, short stay ward. • Monitor ADU use by non-acute patients and plan alternatives if required. • In collaboration with Operations Manager: develop an agreed budget with joint responsibility for ensuring its achievement • Ensure overall efficiency of the service is maintained: <ul style="list-style-type: none"> · ADU time to be seen · Efficient utilisation of clinic rooms · Escalation activation • Participates in the recruitment of senior medical staff • Orientation of new staff to the service (SMOs and RMOs).
Quality	<ul style="list-style-type: none"> • Develop and monitor quality care indicators for ADU. • Quality assurance <ul style="list-style-type: none"> · Ensure complaints and reportable events are investigated, responded to as per the Complaints and Incident Management policies · Ensure that corrective actions are developed, monitored and implemented · Ensure regular morbidity and mortality undertaken in the department and facilitate feedback. · Plan and lead the implementation of quality improvement activities and actively collaborate with management in improving quality and improvement of outcome. • Clinical Audit <ul style="list-style-type: none"> · Ensure clinic audit activity undertaken and reported · Compliance with Health and Disability standards · Ensure credentialing of staff and service is up to date and meets required standard. • Professional development <ul style="list-style-type: none"> · Undertake annual performance and development reviews with all SMOs employed in ADU positions, alongside Operations manager · Facilitate and encourage SMO peer review.
Education, training and research	<ul style="list-style-type: none"> • Ensure the service has strong links with Health Campus. • Responsible for ongoing departmental education programme, within service. • Work with SMOs to provide a supportive training environment for junior staff. • Ensure the service meets the requirements to enable training to be undertaken as required by the relevant professional colleges and organisation. • Ensure reporting requirements for junior medical staff are met (NRA)/MCNZ. • Encourages and promotes research activity.

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Organisational Contribution	<ul style="list-style-type: none"> • Participate in key clinical leadership forums at organisational and regional level as agreed. This must include the Clinical Directors Forum, but also may include Regional Service Planning Groups • Actively participate in organisational prioritisation projects including capital expenditure planning and business transformation activities • Actively participates in the development of strategy and service delivery solutions with primary care organisation and other DHBs
Statutory & Treaty of Waitangi obligations	<ul style="list-style-type: none"> • Ensures the professional and political integrity of WDHB by carrying out all functions in compliance of the Treaty of Waitangi and by demonstrating a serious commitment to keeping the treaty alive. • Shows sensitivity to cultural complexity in the workforce and patient population
To recognise individual responsibility for workplace Health & Safety under the Health & Safety Act 1992 & Amendments 2002	<p>Support WDHB H&S Culture by: All Employees</p> <ul style="list-style-type: none"> • Following & complying with H&S policies & processes & applying them to their own work activities • Identifying, reporting & self-managing hazards where appropriate • Early and accurate reporting of incidents at work

PERSON SPECIFICATION

POSITION TITLE: Clinical Lead – ADU

	Minimum	Preferred
Qualification	<ul style="list-style-type: none"> Registration with the Medical Council of New Zealand 	<ul style="list-style-type: none"> Registered or eligible to be registered within relevant vocational scope of practice with the Medical Council
Experience	<ul style="list-style-type: none"> Minimum of 5 years recent clinical experience. Experience in senior professional leadership roles. In a leadership role, in either a designated and/or staff position. Presentation of data to show practice and quality improvement 	<ul style="list-style-type: none"> Experience of mentoring, supervision and professional leadership Presentation and publishing
Skills/Knowledge/Behaviour	<ul style="list-style-type: none"> Effective leadership of change, culture development and the implementation of new models of care. Demonstrated experience in getting results by working in partnership, within their organisation and /or with a wide range of other agencies and individuals over whom they have no formal authority Experienced in influencing relationships which are critical to achieving change in terms of service improvement. Evidence that the person employs a range of influencing strategies – ones that will work for the long term and bring about change in improving the health service. A credible role model; recognised as a professional leader of influence. Influences strategically. Evidence of maintenance of contemporary knowledge and application in a leadership role to enhance practice Excellent communicator, highly articulate and excellent listening skills Understands and is sensitive to diverse 	<ul style="list-style-type: none"> Knowledge and understanding of health legislation Demonstrated ability to articulate professional issues to a variety of audiences Understanding of and commitment to the Treaty of Waitangi, demonstrating ability to enact this in practice Demonstrated use of initiative, with confident skill in negotiation and consultation

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	<p>viewpoints</p> <ul style="list-style-type: none"> • Self-directed and able to achieve significantly. Is able to cope with ambiguity, as organisations continue to change role and shape, and the agenda for change in health gathers pace • Manages personal and team stress effectively • Upholds confidentiality with a reputation for integrity and discretion • Ability to work well in a team, enhancing the capability and contribution of the team; reputation for striving to create the conditions for successful working partnerships. • Ability to effectively share clinical knowledge with others and help transform practice 	
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VERIFICATION

CLINICAL DIRECTOR _____ DATE: _____

GENERAL MANAGER: _____ DATE: _____