

Position Description

Position Title	Manager- Community Mental Health and Addictions
Service Group	Mental Health and Addiction Services
Team	Adult Community Mental Health and Addiction Service
Reports to	Business Leader, Mental Health and Addiction Service
Direct Reports	Team Leaders – Community Mental Health and Addiction Service Eastern BOP
Authority Level	Cost Centre Manager

The Bay of Plenty District Health Board

The District Health Board's fundamental purpose is to work within the resources allocated to it, to improve, promote and protect the health of the whole population within its district, and to promote the independence of people with disabilities.

Vision: Healthy, thriving communities.

Mission: Enabling communities to achieve

Our Values: Compassion, All-one-team, Responsive, Excellence



The Bay of Plenty District Health Board (BOPDHB) is committed to the Treaty of Waitangi principles of Partnership, Participation and Protection, and to meaningful engagement in decision-making with Tangata Whenua at strategic, operational and service levels.

Delivering this commitment is through: the implementation of our He Pou Oranga Tangata Whenua Determinants of Health framework: respect for and promotion of our Kawa and Tikanga Māori; ensuring cultural safety; seeking to eliminate disparities in health between Māori and Non Māori.

All staff have a part to play in this commitment.

Primary Purpose

The primary purpose of this role is to ensure the delivery of effective, timely and collaborative services to our community's adults with secondary mental health and addiction needs. This position, in partnership with clinical leadership, ensures that the quality of care delivered is high and that the team is supported in their ongoing development of services to meet the needs of those who we care for. This role also supports the development of staff and team leaders to ensure on-going service excellence and a continuous quality improvement culture. There is a local, regional and national focus on system wide transformation of mental health and addiction services and the Service Manager will ensure that we work in collaboration and

partnership with the relevant PHO, NGO, iwi, whānau and other stakeholders to develop integrated service delivery options.

This role also has a component of supporting the Mental Health and Addiction Services Quality and Patient Safety Manager and Cluster Leadership by supporting and leading work with all the Mental Health and Addictions Services in the EBOP in relation to:

- health and safety
- continuous quality improvement
- risk and hazard management
- serious incident reviews
- quality assurance and compliance

The position holder will demonstrate:

- A high level of commitment to provision of quality services
- Sound clinical judgement
- Demonstrated leadership skill
- An understanding of the current health system, priorities and environment.

Key Responsibilities	Outcomes
<p>1. Leadership and teamwork</p> <p>To promote and demonstrate a pro-active management and leadership style to all staff within area of responsibility to ensure excellent working practices, a supportive environment and commitment to continuous quality improvement.</p>	<ul style="list-style-type: none"> • Ensures partnership under Te Tiriti o Waitangi is central to equitable service delivery • Provides clear leadership to the team leaders and team and fosters a positive team culture to ensure a safe and supportive work environment within the Service Team. • Promotes effective teamwork. • Maintains regular and effective communication with the Business Leader Clinical Director, Nurse Leader and Allied Health Leader. • Develops, monitors and reports effectiveness of service delivery through robust key performance indicators. • Works with team leaders through continuous quality improvement to ensure that professionally high standards of operational and clinical processes and adherence to the BOPDHB and MH&AS policies and protocols are maintained. • Ensures that Health & Safety principles and policies are adhered to for the protection of clients, staff and the public. • Ensures staff compliance with professional standards, registration and codes of ethics.

	<ul style="list-style-type: none"> • Ensures that the service uses strategies to engage meaningfully and work in partnership with service users and their families/whānau focusing on service user's strengths to support recovery and well-being. • Provide visible leadership across MH&AS teams in the EBOP to support the cluster leadership
<p>2. Service Co-ordination</p> <p>Coordinate activities to ensure that client needs are met in accordance with appropriate professional standards, and that care delivery is planned, individualised, and proactive.</p>	<ul style="list-style-type: none"> • Implements systems which support a positive and functional interface with all other services across the continuum and sectors. • Supports Team Leaders where required for the day-to-day operational management of the service. • Ensure that team leaders co-ordinate daily work patterns of the specialist team and ensures team processes are consistent and documented. (e.g. care planning) • Works collaboratively with partners (including service users, whānau, NGO/Primary/Community providers and other agencies) to ensure effectiveness of the service and appropriate improvements • Ensures clinical policy and practice is applied appropriately and consistently to ensure client/family/Whānau and staff are managed safely. • Accepts responsibility for ensuring that incidents and accidents are documented and action is taken to address these. • Communicates learnings across the service as appropriate. • Recognises the service users and their families/Whānau as part of the wider community and ensures that this is reflected within service practice
<p>3. Management of Resources - including Personnel Management</p> <p>To maximize the use of resources, including personnel, to ensure consistent, high-quality, professional service delivery is maintained.</p>	<ul style="list-style-type: none"> • Guide and collaborate with team leaders to ensure that staff are effectively managed within available resources. • Develops a flexible and responsive system for the organisation of staff levels/resources, which is adaptable to client, staff and contract requirements

	<ul style="list-style-type: none"> • Works within the DHBs delegated authorities. • Ensures appropriate performance management processes are in place across the teams and appropriate actions are taken as required e.g. disciplinary processes. • Takes responsibility together with the team leaders for the recruitment and annual performance review of staff in accordance with agreed HR, financial and other procedures. • Participates in merit assessments, PDRP and CASP processed as appropriate in conjunction with professional advisors and team leaders. • Works with the Business Leader and Decision Support Analyst to manage the resources for the service. Enables team leaders to manage their team budgets in line with this • Assists with preparation of Annual Budgets and Capital Expenditure. • Works with team leader/s to ensure that all staff receive appropriate induction, supervision, appraisal and training relevant to their role and responsibilities. • Utilises data and information to track, plan and pro-actively respond with resources available
<p>4. Service Development</p> <p>To provide leadership and direction in the development of the service in line with national policy, legislation and organisational priorities.</p>	<ul style="list-style-type: none"> • Ensures partnership under Te Tiriti o Waitangi is central to equitable service development • Utilises a continuous quality improvement framework in service development, promoting the use of data and information to inform decisions to meet changing service needs and improved service delivery. • Takes a leadership role in service development in consultation with the cluster leadership and team members. • Takes responsibility for the development and implementation of the service operational plan in consultation with appropriate partners

	<ul style="list-style-type: none"> • Contributes to the development, implementation and monitoring of all policies, procedures and systems relating to service delivery. • Assists in facilitating team meetings for the monitoring of Standards of Care and progress towards service and quality goals. • Actively promote service user/whānau involvement in service planning, delivery and review. • Ensure that implemented legislation, regulations, standards, codes and policies relevant within the service support service users and their families/ Whānau - relevant legislation includes Mental Health (E.g. Compulsory Assessment and Treatment) Act 1992, Privacy Act 1993, Health and Disability Act and the Health Practitioner Competency Assurance Act, AOD Act 1966.) • Support the MH&AS Quality and Patient Safety Manager to ensure consistent processes and support for Quality and Patient Safety functions in the Eastern Bay of Plenty e.g. risk, complaint and hazard management, serious incident reviews etc.
<p>5. Education of Team Members</p> <p>To ensure and demonstrate that all training needs are identified, met and updated with all relevant changes and practices, and within budget.</p>	<ul style="list-style-type: none"> • Ensure a robust orientation programme to the team to augment the MH&AS and organisational orientation. Ensure that team members are set up to achieve well and provide a consistent and positive service. • Together with team leaders and professional advisors initiates education programmes, coaching opportunities and performance management processes for team members and students in order to assist them to achieve their potential within an environment of encouragement and support. • In conjunction with professional advisors, develop in-service education programmes to meet identified learning needs of team members.

	<ul style="list-style-type: none"> • Remain informed of developments in employment legislation. • Promote coaching and mentoring of team members to achieve their professional potential. • Contribute to workforce planning undertaken in MH&AS to promote employment and continuous improvement for staff in BOPDHB
<p>6. Professional Development To ensure and demonstrate the maintenance of professional standards and development in the team, and takes responsibility for maintaining own professional development.</p>	<ul style="list-style-type: none"> • Accepts responsibility for ensuring that practice and conduct meet the standards of professional, ethical and relevant legislative requirements. • Ensure annual performance reviews and appropriate development goals are completed with all staff. Ensure systems are in place for regular feedback to staff on throughout the year. • Accepts responsibility for own professional development to maintain and develop current clinical and management knowledge base. • Attends relevant training and development courses to ensure personal continuous professional development. • Promotes continuous quality improvement and a learning culture.

Key Relationships

Internal	External
<ul style="list-style-type: none"> • Clinical Director, MH&AS • Management Team MH&AS • Nurse Leader, MH&AS • Allied Health Leader, MH&AS • Professional Advisors • Senior Medical Officers and Registrars • Adult Inpatient service • MHSOP • Te Pare o Toi • Nurse Educators, MH&AS • Consumer and Family Whanau Advisors • Human Resources • Quality and Risk Management 	<ul style="list-style-type: none"> • External service providers • NGO's • Other government agencies

Success Profile

CARE Values - Manaakitanga Who am I?	Experience – What have I done?
<ul style="list-style-type: none"> • Caring, empathetic, open and supportive • Respects each individual, polite and non-judgemental • Able to build a rapport, actively listen to show understanding and make a difference • An effective communicator, work as a team member, professional, calm, willing and patient focused • Share knowledge, develop self and others, will speak up about practice issues and give/receive constructive feedback • Involve the team/ patients/ families in decisions • Self-aware, consistent, confident, flexible, pay attention to detail and plan ahead 	<ul style="list-style-type: none"> • Minimum of 3 years of Management/ Leadership experience in the field of Mental Health or Addictions • Extensive Mental Health Service experience
Competencies – What am I capable of?	Knowledge – What do I know?
<ul style="list-style-type: none"> • Able to demonstrate a commitment to quality • Adaptable and embrace change • Showing a professional demeanour and high level of personal integrity • Well-developed problem solving and critical thinking skills • Can utilise well-developed written and verbal communication skills • Demonstrating the application of Te Tiriti o Waitangi in practice • Providing a culturally safe environment for the team, clients and whānau • The ability to prioritise a varied workload – excellent organisational skills • Ability to work within a multi-disciplinary team • Ability to be curious to understand different perspectives 	<ul style="list-style-type: none"> • Registered Nurse or Allied Health with current practising certificate • Achieved competent PDRP portfolio/QLP • Computer competent • Relevant postgraduate diploma working towards Masters qualification • Knowledge and understanding of research findings to support evidence based practice

You agree to demonstrate flexibility and a willingness to perform a variety of tasks to promote and support BOPDHB initiatives.

You are required to meet the Health and Safety at Work Act 2015 requirements as set out in the BOPDHB Health and Safety policies and protocols. This includes completing successfully any health and safety training provided by the BOPDHB.

You are required to maintain a standard of health which will allow for the performance of all duties and functions of the position. All BOPDHB sites are smokefree environments.

Health Practitioners Competence Assurance Act 2003

1. You are required to maintain your current competency based practicing certificate.
2. You must notify your Manager of any changes to scope or conditions on practice (determined by Regulatory Authority).
3. You must complete the requirements of any competency programme.
4. You must notify your employer of concerns relating to the risk of harm to the public of another health practitioner practicing below the required standard of competence.
5. Know the provisions of the HPCAA as the governing legislation.

Vulnerable Children Act 2014

Due to this position having contact with children and the BOPDHB's commitment to child protection, you will be subject to 'safety checks' under the Vulnerable Children Act at the time of hire and thereafter as per the relevant legislation.

Position Holders Declaration

I certify that I have read, understand, and agree to this position description.

Name: _____

Signature: _____

Date: _____



**Attitudes and behaviours
We want to see**

**Outcome
Everyone we come into
contact with will feel...**

**Attitudes and behaviours
We don't want to see**

C Compassion

Cares about other people. Has empathy and understanding. Is calm and reassuring. Protects people's dignity.

Treats everyone with respect regardless of their views, role or background. Value differences. Culturally competent.

Notices, acknowledges and appreciates people's efforts and achievements, gives praise, making people feel valued.

Cared for and respected

Treated with respect and cultural sensitivity

Valued and engaged

Is rude, bullies, intimidates or humiliates. Creates anxiety. Doesn't act if someone's dignity is suffering.

Disrespectful, judgmental, makes assumptions about people. Gossips or talks behind people's backs. Rough behaviour.

Criticises people's efforts, takes people for granted, makes people feel undervalued, belittled or inadequate.

A All-one-team

Shares knowledge and information openly and honestly, clearly explains and updates people on what's happening.

Takes time to listen to others, is interested in their views. Invites people to ask questions and share concerns or ideas.

Involves patients, whānau and colleagues as equal partners. Builds teams and relationships to achieve the best outcomes.

Clear about what's happening

Listened to

Involved in a partnership model

Withholds knowledge and information, leaves people confused or in the dark.

Doesn't listen, talks over people, dismisses or puts people down, makes decisions without consultation.

Doesn't trust or involve people in things that affect them. Excludes, overrides, micro manages.

R Responsive

Friendly, polite, approachable, warm. Introduces themselves. Creates a happy environment. Smiles when appropriate.

Shows kindness. Is attentive to people's needs, supportive, helpful and willing. Often goes the extra mile for people.

Respects people's time. Plans ahead and co-operates so things run smoothly. Looks for efficient ways of doing things.

Positively welcomed

Supported, so they would want to be cared for or work here

We are flexible and efficient, and use resources wisely

Ignores people, snappy or aggressive tone of voice or behaviours, 'rushing' and saying "I'm too busy".

Passes the buck, says "it's not my job", unsupportive, does not take responsibility and leaves work for others.

Often late. Leaves people waiting unnecessarily or puts people under pressure with unrealistic timeframes.

E Excellence

Chooses to take a positive, will-do attitude. Looks for solutions. Uses positive words and actions to good effect.

Aims for the best results, always learning, developing skills, knowledge, and ways of doing things, and helping others to.

Consistently follows agreed, safe, best-practice.

Seeks, welcomes and gives constructive feedback, speaks up when they have a concern, coaches others' behaviour.

Part of a positive culture of high achievement

Things are always improving

Safe

We are role models who are open to feedback

A negative attitude, often moaning, complaining or grumpy. Focuses on problems.

Assumes they know best, resists change, not interested in learning or developing. Happy with 'good enough'.

Inconsistent, cuts corners, closed to new evidence.

Blames. Closed to feedback. By not speaking up about poor behaviour or unsafe practice they condone it.

