

Position holder (title)	Allied Health Director Therapies
Reports to (title)	Reports to the Chief Allied Health Professions Officer (CAHPO)
Directorate	Across Directorates
Purpose of the position	<p>The Allied Health Director – Therapies position provides operational and professional Allied Health advice and strategic direction to support and inform clinical and managerial decision making across the Directorates, but predominantly in the Older Persons, Mental Health, NASC & Allied Health Directorate.</p> <p>Key tasks are :</p> <p>Professional accountability for Allied Health staff within the Therapies Area.</p> <p>Maximise the effectiveness of the contribution of Allied Health staff.</p> <p>Provide Leadership and Management of the Directorate in partnership with the Directorate Leadership Team.</p> <p>Responsibility for Portfolios as directed</p>

Working Relationships

Internal	External
<ul style="list-style-type: none"> • Patients/Consumer/Tangata Whaiora • Chief Allied Health Professions Officer (CAHPO) • Director of Allied Health • General Manager, Māori Health • Allied Health Team i.e. Professional Leads, Allied Health Educator, Advanced Practitioners, Allied Health Professionals • Other team members i.e. assistant practitioners, Allied Health students • Human Resources • Medical and Nursing Staff • Relevant advisory groups/committees 	<ul style="list-style-type: none"> • Families/whanau and caregivers • Health Hawke's Bay • Other health agencies • General Practitioners • Community Pharmacists • National Specialty Groups • Training and Education Providers e.g. EIT • Professional Organisations • Other health care providers (National District Health Boards)

Dimensions

Expenditure & budget / forecast for which accountable	Nil
Challenges & Problem solving	<ul style="list-style-type: none"> • Relationship management – inter-professional & inter-sectorial • Clinical quality and safety • Workforce planning, improving capability and capacity • Legislative compliance
Number of staff reports	Both direct and indirect, specifically AHP Professional Leads
Delegations & Decision	<i>Delegation and Authority to act as defined by CAHPO</i>
Other Indicators	

Our shared values and behaviours



1 HE KAUANUANU RESPECT *Showing respect for each other, our staff, patients and consumers*

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| Welcoming | <ul style="list-style-type: none"> ✓ Is polite, welcoming, friendly, smiles, introduce self ✓ Acknowledges people, makes eye contact, smiles | <ul style="list-style-type: none"> ✗ Is closed, cold, makes people feel a nuisance ✗ Ignore people, doesn't look up, rolls their eyes |
| Respectful | <ul style="list-style-type: none"> ✓ Values people as individuals; is culturally aware / safe ✓ Respects and protects privacy and dignity | <ul style="list-style-type: none"> ✗ Lacks respect or discriminates against people ✗ Lacks privacy, gossips, talks behind other people's backs |
| Kind | <ul style="list-style-type: none"> ✓ Shows kindness, empathy and compassion for others ✓ Enhances peoples mana | <ul style="list-style-type: none"> ✗ Is rude, aggressive, shouts, snaps, intimidates, bullies ✗ Is abrupt, belittling, or creates stress and anxiety |
| Helpful | <ul style="list-style-type: none"> ✓ Attentive to people's needs, will go the extra mile ✓ Reliable, keeps their promises; advocates for others | <ul style="list-style-type: none"> ✗ Unhelpful, begrudging, lazy, 'not my job' attitude ✗ Doesn't keep promises, unresponsive |

1 ĀKINA IMPROVEMENT *Continuous improvement in everything we do*

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| Positive | <ul style="list-style-type: none"> ✓ Has a positive attitude, optimistic, happy ✓ Encourages and enables others; looks for solutions | <ul style="list-style-type: none"> ✗ Grumpy, moaning, moody, has a negative attitude ✗ Complains but doesn't act to change things |
| Learning | <ul style="list-style-type: none"> ✓ Always learning and developing themselves or others ✓ Seeks out training and development; 'growth mindset' | <ul style="list-style-type: none"> ✗ Not interested in learning or development; apathy ✗ "Fixed mindset, 'that's just how I am', OK with just OK |
| Innovating | <ul style="list-style-type: none"> ✓ Always looking for better ways to do things ✓ Is curious and courageous, embracing change | <ul style="list-style-type: none"> ✗ Resistant to change, new ideas; 'we've always done it this way'; looks for reasons why things can't be done |
| Appreciative | <ul style="list-style-type: none"> ✓ Shares and celebrates success and achievements ✓ Says 'thank you', recognises people's contributions | <ul style="list-style-type: none"> ✗ Nit picks, criticises, undermines or passes blame ✗ Makes people feel undervalued or inadequate |

1 RARANGATE TIRA PARTNERSHIP *Working together in partnership across the community*

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| Listens | <ul style="list-style-type: none"> ✓ Listens to people, hears and values their views ✓ Takes time to answer questions and to clarify | <ul style="list-style-type: none"> ✗ 'Tells', dictates to others and dismisses their views ✗ Judgmental, assumes, ignores people's views |
| Communicates | <ul style="list-style-type: none"> ✓ Explains clearly in ways people can understand ✓ Shares information, is open, honest and transparent | <ul style="list-style-type: none"> ✗ Uses language / jargon people don't understand ✗ Leaves people in the dark |
| Involves | <ul style="list-style-type: none"> ✓ Involves colleagues, partners, patients and whanau ✓ Trusts people; helps people play an active part | <ul style="list-style-type: none"> ✗ Excludes people, withholds info, micromanages ✗ Makes people feel excluded or isolated |
| Connects | <ul style="list-style-type: none"> ✓ Pro-actively joins up services, teams, communities ✓ Builds understanding and teamwork | <ul style="list-style-type: none"> ✗ Promotes or maintains silo-working ✗ 'Us and them' attitude, shows favouritism |

1 TAUWHIRO CARE *Delivering high quality care to patients and consumers*

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| Professional | <ul style="list-style-type: none"> ✓ Calm, patient, reassuring, makes people feel safe ✓ Has high standards, takes responsibility, is accountable | <ul style="list-style-type: none"> ✗ Rushes, 'too busy', looks / sounds unprofessional ✗ Unrealistic expectations, takes on too much |
| Safe | <ul style="list-style-type: none"> ✓ Consistently follows agreed safe practice ✓ Knows the safest care is supporting people to stay well | <ul style="list-style-type: none"> ✗ Inconsistent practice, slow to follow latest evidence ✗ Not thinking about health of our whole community |
| Efficient | <ul style="list-style-type: none"> ✓ Makes best use of resources and time ✓ Respects the value of other people's time, prompt | <ul style="list-style-type: none"> ✗ Not interested in effective user of resources ✗ Keeps people waiting unnecessarily, often late |
| Speaks up | <ul style="list-style-type: none"> ✓ Seeks out, welcomes and give feedback to others ✓ Speaks up whenever they have a concern | <ul style="list-style-type: none"> ✗ Rejects feedback from others, give a 'telling off' ✗ 'Walks past' safety concerns or poor behaviour |

KEY ACCOUNTABILITIES

SERVICE STRATEGIC and OPERATIONAL DIRECTION	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Works in partnership with the Chief Allied Health Professions Officer, Chief Nursing Officer and the Chief Operating Officer and other key personnel to set, deliver and evaluate the strategic and operational direction of the Therapies Teams.. • Works in partnership with Directorate teams to support the delivery of targets relating to Therapies Directorates 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer regarding: <ul style="list-style-type: none"> - evidence of meeting performance targets. - supporting financial efficiencies within allied health budget. - input into strategic and management decisions. - feedback from key stakeholders.
ALLIED HEALTH PROFESSIONAL MANAGEMENT, DIRECTION, and LEADERSHIP	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Provides a source of expert professional knowledge and guidance to clinical staff and managers • Provides professional role modelling and mentorship. • Provides advice and direction to Allied Health Therapies Professionals across the health sector on the development and achievement of a high level of allied health standards. • Works in collaboration with clinical and management staff to improve effectiveness of Allied Health Professional services care within the resources available. • Contributes to an environment where Allied Health Professional staff are committed to and demonstrate a quality focus on practice. • Contributes to the business/quality planning activities for the service. • Support Allied Health Professional staff in implementing quality initiatives. • Deputises for Chief Allied Health Professions Officer as requested. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer regarding: <ul style="list-style-type: none"> - achievement of target for Maori AHPs in workforce - achievement of 80% of AHPs have leave plan - achievement of 80% of AHPS have performance plan - evidence of role modelling - 80% attendance and participation at team meetings - 100% compliance with agreed HBDHB AHP and clinical quality standards - positive staff feedback regarding assistance, support and communication. • Contributes to service planning and workforce projections. • Recognised as a key professional leader. • Role models leadership internally and externally.
EXPERT CLINICAL PRACTICE (demonstration of expert practice)	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Works in collaboration with Allied Health, Nursing, Midwifery, Medical Staff and Management teams to improve effectiveness of care. • Utilises the principles of relationship centred practice when introducing clinical area practice improvements. • Undertaking responsibility for organisational wide portfolios and projects as directed by the Chief Allied Health Professions Officer and the Chief Operating Officer. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> - Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer

WORKFORCE PLANNING (contributes to the development of the AHP workforce)	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Ensuring that Allied Health Professional issues and impacts are considered in the Hawke’s Bay DHB workforce planning processes. • Maintain an Allied Health Professional delivery model that reflects cultural and contemporary practice. • Supports Allied Health Professional workforce planning for service groups. • Provide leadership in the form of advice, coaching and support for Allied Health Professionals, particularly Professional Leads to develop their workforce and to manage difficult staffing situations within their teams. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer regarding: <ul style="list-style-type: none"> - monthly reporting of increasing the Māori Allied Health Professional workforce - development of advanced practice roles in accordance with patient / service needs
QUALITY IMPROVEMENT (Quality Practice / Continuous Quality Improvement)	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Participates in continuous improvement initiatives that are aligned with organisation and quality expectations. • Identifies opportunities for service improvements and outcomes • Shares learning with peers and other colleagues. • Works with ethical guidelines, Code of Health and Disability Service Consumers’ Rights, HBDHB professional standards, clinical protocols and guidelines and the health records policy. • To be open and responsive to Service User needs and demonstrate an understanding of continuous quality improvement. 	<p>How it will be measured (KPI):</p> <ul style="list-style-type: none"> • Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer regarding: <ul style="list-style-type: none"> - evidence of participation is reflected in minutes and clinical practice - evidence that new learning is shared with other team members and service users - evidence of innovative practice and solutions reflected in minutes. - 100% legislative compliance.
FACILITATION OF CLINICAL EDUCATION (assists with building the capacity and capability of AHPs to meet the patient/consumer/tangata whaiora needs within the clinical area.)	
<p>Tasks (how it is achieved):</p> <ul style="list-style-type: none"> • Foster and participate in peer review and reflective practice processes. • Facilitates clinical supervision and education. • Contributes to individuals learning and professional development plans, in line with Regulatory Authority requirements and HBDHB requirements. • Collaborates with team members to facilitate the development, implementation and evaluation of team education, utilising evidence based clinical pathways, Allied Health Professionals standards of practice and protocols, to improve patient outcomes. 	<p>How it will be measured (KPI):</p> <p>Evaluation through joint Performance Appraisal by the Chief Operating Officer and the Chief Allied Health Professions Officer</p>

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.
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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 Māori. • 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	<p>Demonstrates the ability to engage effectively with Maori consumers (patients/families/whanau).</p> <p>Demonstrates ability to apply the Treaty of Waitangi within the Service.</p>
Qualifications (e.g., tertiary, professional)	<p>Registered Allied Health Professional and holds a current practicing certificate.</p> <p>Appropriate Postgraduate Qualifications in an allied health field</p>
Experience (Technical and behavioural)	<ul style="list-style-type: none"> ▪ Previous experience in an Allied Health Professional leadership position and/or is recognised as an Allied Health Professional leader. ▪ Clinical role model, with high degree of maturity, stability and self-confidence. ▪ Understanding of Kahungunu Reo me ona Tikanga Māori and Māori Health models. ▪ A commitment to quality and excellence, with a proven ability to contribute to process improvement. ▪ Excellent understanding of contemporary Allied Health Professional trends and issues with relevance to the legislative barriers. ▪ Advanced knowledge and experience including evidence based practice. ▪ Excellent communication and planning skills, including problem solving. ▪ Exceptional negotiating skills, including conflict management. ▪ Strong report writing skills. ▪ 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. ▪ Knowledge and understanding of medico/legal and ethical responsibilities. ▪

Personal Attributes	<p>Role model for Allied Health Professionals.</p> <p>Positive and friendly approach.</p> <p>Commitment to ongoing education/professional development.</p> <p>Quality and continuous improvement orientation.</p> <p>Interdisciplinary team focus.</p> <p>Proven ability to work with managers and clinical leaders.</p> <p>Empathy and respect for individuals from diverse backgrounds.</p> <p>Takes initiative with proven history of change management.</p> <p style="text-align: center;"><u>Values & Behaviours</u></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</p> <ul style="list-style-type: none"> ▪ Delivering high quality care to patients and consumers – this means I show empathy and treat you with care, compassion and dignity.
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Desirable	

Recruitment Details

Position Title	Allied Health Director Therapies
Hours of Work	64 hours per fortnight (0.8 FTE)
Salary & Employment Agreement Coverage	By Individual Employment Agreement
Date	July 2019