

Job Description

Programme Lead

Acute Flow Programme

Position Title:	Programme Lead Acute Flow
Organisation Unit:	Medical and Elder Services, Health NZ – Te Whatu Ora Te Tai Tokerau
Location:	
Responsible to:	General Manager, Medical and Elder Services, Health NZ – Te Whatu Ora Te Tai Tokerau
Primary Functions of the Position:	<p>The role is responsible for the management of the work streams within the Acute Flow Programme. This is a whole of district initiative to address Acute Flow to make our hospitals safe for patients and calm for staff through reducing occupancy. The programme is also part of the overarching Northern Region Access and Flow programme.</p> <p>The Programme Lead will be responsible for overseeing the work streams and supporting the services to make changes.</p> <p>Current work streams include improving and maintaining Short Stay Emergency Department (ED) targets, reducing length of stay across the hospital, and collaborating with individual services to minimise the impact of long-stay patients.</p> <p>There may be a requirement to work on other projects within Hospital and Specialist Services as the need arises and to cover for other Medical and Elder Service flow roles when required i.e., ED and Medicine</p>

Matters which must be referred to the Reporting Manager:

- Identified safety and quality issues
- Non-adherence to identified clinical standards
- Any health professional issues nursing and/or professional issues that may affect the reputation of Health NZ – Te Whatu Ora Te Tai Tokerau

Authorities

- Direct Reports : Nil
- Delegated financial authority: Nil

Functional Relationships

The Programme Lead Acute Flow Programme will develop and maintain excellent relationships with:

Internal	External
<ul style="list-style-type: none"> • Service Managers • Nurse Unit Managers/Clinical Nurse Managers • Nursing Directorate staff • Allied Health, Scientific & Technical Team Leaders • Chief Allied Health Scientific and Technical • Clinical/Professional Leader(s) & Directors • Relevant nursing, medical, midwifery, allied health, scientific & technical, and auxiliary kaimahi • Patients / tūroro / tangata ora / families / whānau / and caregivers • Te Poutokomanawa staff • Patient Safety and Quality Improvement Directorate staff • Integrated Operations Centre staff 	<ul style="list-style-type: none"> • Other Te Whatu Ora Districts • Patients / tūroro / tangata whai ora / families / whānau / and caregivers • Tertiary education providers • Professional Boards • Professional associations • Relevant training institutions • Consumer advocates & agencies

Key Responsibilities and Expected Outcomes

Te Whatu Ora has established a set of values by which the organisation will respond, in part, to achieving its goals and objectives through their workforce. The following Values and supporting statements are expected behaviours of each individual employed with Te Whatu Ora:

Values	Supporting Statement
Tāngata i te tuatahi People First	He whakapapa, he mokopuna, he tamariki, he mātua, he tūpuna. He aha te mea nui. He tāngata, he tāngata, he tāngata Our people are central to all we do
Whakaute (tuku mana) Respect	He whakaaro nui ki ētahi atu We treat others as they would like to be treated
Manaaki Caring	Ko te manaaki – he whāngai, he kākahu, he ropiropi. Akona e te whānau whānui We nurture those around us, and treat all with dignity and compassion
Whakawhitiwhiti Kōrero Communication	Whakawhitiwhiti kōrero i runga te tika, te pono me te We communicate openly, safely and with respect to promote clear understanding and aroha
Te Hiranga Excellence	Kia kaha, kia māia, kia manawa nui Our attitude of excellence inspires confidence and innovation

The position of Programme Lead Acute Flow Programme encompasses the following major functions or key result areas:

- Te Tiriti o Waitangi
- Health and Safety
- Privacy & Confidentiality

Management of the work streams within the Acute Flow Programme

The outcome requirements of the above key responsibility areas are outlined below:

Key Responsibility Area	Expected Outcomes
<p>Te Tiriti o Waitangi</p>	<ul style="list-style-type: none"> • Contribute to the promotion of the articles and principles of Te Tiriti o Waitangi and the involvement of Māori within the decision-making process for their health and independence, within Health NZ - Te Whatu Ora Te Tai Tokerau management processes and procedures. • Include the articles and principles of Te Tiriti o Waitangi within all aspects of the role and its outcomes. • Ensure that consultation and engagement processes include appropriate mechanisms to meet the need of Māori in a culturally appropriate and safe manner. • Attend the Health NZ - Te Whatu Ora Te Tai Tokerau Te Tiriti o Waitangi Training.
<p>Clinical Leadership Provides effective, visible and accessible professional leadership and clinical guidance, which actively strengthens clinical staff to pursue excellence in care delivery.</p>	<ul style="list-style-type: none"> • Builds relationships and liaises with professional / clinical leaders across multi-professional teams including nursing, allied health, midwifery and medicine. • Acts as a resource for clinical and professional advice utilising a wide range of advanced clinical knowledge and skills. • Supports staff with clinical reasoning and professional judgement in health care practice. • Complies with and utilises procedures, guidelines and policies, regulations and standards, which impact upon patient safety. • Assists staff working with patients / tūroro / tangata whai ora with complex needs and / or difficult situations. • Identifies clinical risk, takes appropriate action to mitigate risk and escalates to the appropriate lead. • Facilitates successful teamwork and collaboration with key stakeholders to optimise outcomes for patients / tūroro / tangata whai ora. • Assists staff to resolve ethical and professional issues and escalates when appropriate. • Communicates clinical standards and behavioural expectations. • Supports the implementation and monitors standards or practice for best patient / tūroro / tangata whai ora outcomes, professional practice development and models of care in alignment with quality, safety and sustainability requirements.

Key Responsibility Area	Expected Outcomes
<p>Management of the Day to Day Operational Flow Requirements Across Patient Services</p> <p>Assists operational needs to facilitate optimal safe patient / tūroro / tangata whai ora care delivery aligned to patient service requirements after hours.</p>	<ul style="list-style-type: none"> • Consults and supports the multidisciplinary team. • Considers the integration of services in all decision making. • Participates in briefings with accurate and up to date service information. • Monitors patient flow, trends and contributes to strategies to enable expeditious patient flow. • Has functional relationships with all staff • Assesses and forecasts demand and patient / tūroro / tangata whai ora acuity utilising available assessment tools. • Monitors patient / tūroro / tangata whai ora demand and resourcing and safe staffing, identifying potential risks, and mitigating and escalating appropriately. • Liaises frequently with appropriate team leaders and managers for clinical and operational issues pertaining to the area or from an organisational wide perspective. • Escalates risks and issues appropriately using defined process to leadership teams, Senior Manager or Executive on call. • Ensures all data collection and reporting requirements are met. • Provides information to the leadership team to enable accurate forecasting or resource requirements.

Key Responsibility Area	Expected Outcomes
<p>Acute Flow</p> <p>Responsible for overseeing the work streams and supporting the services to implement and monitor performance against national targets for ED length of stay and inpatient length of stay. Other work streams may be included as programme continues to evolve.</p>	<ul style="list-style-type: none"> • • In conjunction with Acute flow team and key stakeholders identify and support key acute flow initiatives • Participate in and report as required to the Northern Region Acute flow programme • Ensure that the national goals are monitored, appropriate initiatives are implemented to enable improvements to focus upon • Encourage staff awareness and participation in acute flow initiatives <p>Key Tasks:</p> <ul style="list-style-type: none"> • Successful delivery of the Acute Flow Programme across Te Tai Tokerau • Work alongside clinical teams to identify and support flow initiatives • Developing continual improvement processes to support the implementation • Prepares and plans for each rapid cycle test of change or initiative • Updates results of initiatives being tested • Support service development and implementation of initiatives to improve acute flow. • Ability to analyse data to determine whether a change cycle / initiative has been successful or not • Provide support to the services to assist with implementation • Escalate risk / issues and barriers to success to Operational Lead – GM MES • Regular meeting with key stakeholders • Provide a weekly status report to the local Programme governance group • All project documentation to be kept up to date • Weekly update meeting with the local Programme governance group • Ensuring all accepted changes are embedded into practice • Assists services implementing initiatives to meet goals and manage change. • Builds and develops positive relationships with peers and key stakeholders

<p>Quality and Safety Supports upholding quality and safety.</p>	<ul style="list-style-type: none"> • Supports clinical care delivery is patient / tūroro /tangata whai ora / family / whānau / centred and meets the highest standards. • Supports staff to standards of practice, evidence-based guidelines / policies and provides clear expectations of staff in conjunction with the multidisciplinary team. • Ensures patient / tūroro / tangata whai ora safety is paramount in all decision and aligns with understanding of services quality improvement, audit, and the patient / tūroro / tangata whai ora and whānau voice. • Identifies and communicates clinical competency issues to appropriate lead. • Manages clinical incidents and complaints and ensures mitigation strategies are in place and elevated to appropriate service leads. • Clearly identifies all risks and takes appropriate actions. • Contributes to serious event reviews • Complies with regulatory requirements including health and safety and certification.
<p>Innovation and Improvement Fosters innovative thinking which will transform the patient / tūroro / tangata whai ora experience within the service/s</p>	<ul style="list-style-type: none"> • Leads assigned projects within the directorate's improvement programme. • Actively problem-solves and identify service quality and improvement opportunities when appropriate.
<p>Professional Development Professional development enhances, leadership, clinical and management skills</p>	<ul style="list-style-type: none"> • Participates in relevant service and professional development programmes. • Establishes annual goals, objectives, performance goals and strategies to meet individual development needs. • Attends educational opportunities / conference / forums relevant to the role and scope of practice. • Participates in relevant research activities. • Engages with the professional development of others in the domain of acute flow and associated fields.
<p>Health & Safety</p>	<ul style="list-style-type: none"> • Ensure compliance with designated responsibilities detailed in Health NZ – Te Whatu Ora Te Tai Tokerau and Safety Policy and annual objectives. • Promote an environment of physical, occupational, cultural, ethical and legal safety. • Participate in the organisation's Health and Safety Management training programme. • Observe and promote safe work practices, rules and instructions relating to work, and be pro-active in hazard management. • Willingly co-operate in the achievement of all health and safety goals and initiatives by: <ul style="list-style-type: none"> ○ Practicing and observing safe work methods; ○ The use of safety equipment; ○ Reporting unsafe conditions or equipment; and ○ Reporting and documenting all accidents or incidents.

Privacy and Confidentiality	<ul style="list-style-type: none"> • Undertake all duties and responsibilities in accordance with the Privacy Act 2020, Health Information Privacy Code 2020, and Privacy Policies and Procedures of Health NZ – Te Whatu Ora Te Tai Tokerau • Completes mandatory induction training on Privacy responsibilities.
Equity	<ul style="list-style-type: none"> • Commits to helping patient / tūroro / tangata whai ora achieve equitable health outcomes. • Demonstrates awareness of colonisation and power relationships. • Demonstrates critical consciousness and on-going self-reflection and self-awareness in terms of the impact of won culture on interactions and service delivery. • Holds self-accountable for the provision of providing culturally safe practice. • Dismantles policies, procedures and practices that contribute to inequity. • Supports Māori-led responses. • Supports Pacific-led responses.
Whānau-centric	<ul style="list-style-type: none"> • Understands our population, how health is viewed and how the population requires support. • Collaborate with partners to allow us to offer models of care that are whānau-centric, comprehensive and holistic. • Invests in a range of supports that ‘stand beside’ patient / tūroro / tangata whai ora and whānau, and actively supports self-directed care. • Continuously seeks to improve service engagement with whānau. • Champions people and service user experience in the design, delivery and evaluation of services.
Risk	<ul style="list-style-type: none"> • Makes management and decision-making more effective by ensuring that we appropriately consider uncertainty based on reliable current information when we set goals, objectives and strategies and then continue to manage that uncertainty as we execute against these uncertainties. • Actively leads risk management within own team and participates in the management of risks and their mitigating controls and treatments across the organisation.
Digital Recordkeeping	<ul style="list-style-type: none"> • Improves access to high-quality data and makes this easy to understand. • Uses digital solutions that support paper-lite core clinical information systems and integrated care. • Supports digital tools that foster organisational effectiveness. • Creates accurate and appropriate records to support and evidence business activities and regularly files to ensure that corporate information is secure, unchanged and not removed until its compliant disposal date.

Variation of Duties

Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities may be amended from time to time, in consultation with the employee, to meet any changing conditions and service requirements.

Person Specification

Education and Qualifications

Essential	Desirable
<ul style="list-style-type: none"> Health professional with New Zealand registration with relevant regulatory authority. Current Annual Practising Certificate (APC). Relevant tertiary post graduate qualifications. Professional portfolio or competency programme documentation aligned relevant regulatory authority. 	<ul style="list-style-type: none"> Master's Degree Current clinical competence in relevant speciality area of practice Ability to critique and use research findings Experience with patient safety and service quality systems

Experience

Essential	Desirable
<ul style="list-style-type: none"> Minimum of five years' clinical experience post registration A current Designated Senior Nurse Professional Development and Recognition Programme (PDRP) Portfolio, or similar if another health professional Demonstrate an understanding of the articles and principles of Te Tiriti o Waitangi, including how to apply the principles in a meaningful way in your role Demonstrate alignment with Te Tai Tokerau values Demonstrated effectiveness in delegation and supervision of health care professionals. Demonstrated ability to work in the interdisciplinary team Demonstrated ability to understand and implement contemporary practice Demonstrated ability to work in a complex clinical environment Leadership and patient / tūroro / tangata whai ora management skills 	<ul style="list-style-type: none"> Previous experience in leadership role Contemporary understanding of health management practice. Leadership and management experience Experience in data collection and analysis Project/programme management

Awareness and Understanding of

Essential	Desirable
<ul style="list-style-type: none"> Te Tiriti o Waitangi and its application to the health setting Privacy Act (2020) and Health Information Privacy Code (2020) Health and Safety at Work Act 2015 	<ul style="list-style-type: none"> Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations (1996) New Zealand Council of Healthcare Standards

Skills & Personal Attributes

Skills / Personal Attributes / Critical Competencies
<p>Professional Accountability</p> <ul style="list-style-type: none"> Maintain expert clinical knowledge and skills Demonstrate value-based leadership Support and environment in which excellence in clinical care can flourish Contribute to the professional standards across the Directorate Support the long-term sustainability of strategy for health care <p>People / Team Leadership</p> <ul style="list-style-type: none"> Actively listens to staff and provides ongoing feedback Recognises and celebrates the achievement of others Develops successful teamwork and collaborations Communicates clearly with staff and provides an environment during staff interviews and performance appraisals which is supportive and positive Identifies and develops potential in teams to support succession planning Encourages staff to identify opportunities for improvement Actively implements recruitment and retention strategies in line with organisation wide objectives. <p>Quality Improvement</p> <ul style="list-style-type: none"> Identifies quality improvement initiatives Contribute to quality improvement and quality assurance within the Directorate <p>Financial / Business Management</p> <ul style="list-style-type: none"> Ability to implement service delivery plan Develops new business case initiatives Communicates clearly plans and expectations to staff Financial acumen Utilises data and analyse trends Prepares reports <p>Communication / Interpersonal Skills</p> <ul style="list-style-type: none"> Expresses information effectively, both orally and in writing, adjusts language and style to the recipients and considers their frame of reference Actively listens, drawing out information and checking understanding Empathises with others and considers their needs and feelings

- Creates opportunities to network internally and externally

Change Management

- Effectively lead change processes
- Lead change management projects by coaching staff, championing issues, through communication and implementation strategies
- Participate in change management projects across the service and organisation-wide
- Support staff in undertaking new challenges

Value Diversity

- Understands significance of Te Tiriti o Waitangi
 - Display cultural sensitivity
- Appreciate insights and ideas of all individuals and work effectively with these differences

Performance Development Review

An initial review of performance will be conducted after three months, with an annual review thereafter.

An individual Development Plan will be developed to reflect the contribution this position is expected to make towards achieving the team’s objectives and measures. Key result areas will be developed and agreed at this time.

Authorised by: General Manager Medical and Elder Services

Signature: _____

Date: _____

Acceptance

Acceptance of the position implies acceptance of this position description.

Position Title: Programme Lead Acute Flow Programme

Signature of employee: _____

Date: _____

