

ASSOCIATE CHIEF MEDICAL ADVISOR

1. PURPOSE OF POSITION

The Associate Chief Medical Advisor is a key leadership role spanning all aspects of the Taranaki DHB supporting the Chief Medical Advisor. The role provides:

- leadership in the development and maintenance of standards and performance including attaining excellence in clinical standards of medical practice and professional conduct;
- advice, information, leadership and guidance on medical matters to the Chief Executive, Executive Leadership Team (ELT) and Clinicians, and fosters excellence in quality and risk management.

This position will recognise the broader role of the DHB and will provide medical leadership to the strategic plans of the DHB, provide advice in conjunction with other clinical staff to the prioritisation and planning work of the broader DHB with the Planning and Funding team and after 1 July 2022 with Health New Zealand.

2. ORGANISATIONAL VALUES

The Taranaki District Health Board’s (DHB) our mission (Te Kaupapa) is improving, promoting, protecting and caring for the health and well-being of the people of Taranaki. Taranaki DHB’s values define who we are as an organization, the way we work with each other, our patients, whanau and external partners. Our Te Ahu Taranaki DHB values are:

Partnerships	WHANAUNGATANGA	We work together to achieve our goals
Courage	MANAWANUI	We have the courage to do what is right
Empowerment	MANA MOTUHAKE	We support each other to make the best decisions
People Matter	MAHAKITANGA	We value each other, our patients and whanau
Safety	MANAAKITANGA	We provide excellent care in a safe and trusted environment

3. DIMENSIONS

Reports to:	<ul style="list-style-type: none"> • Operationally to Chief Operating Officer • Strategically and Professionally to the Chief Medical Advisor
Number of people reporting to you	-
Financial limits authority	-
Operating Budget	-
FTE	0.6FTE

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4. WORKING RELATIONSHIPS

External	Internal
<ul style="list-style-type: none"> • Ministry of Health • External Disability and Healthcare Providers • HIQ, Healthshare and IT Providers • Other DHBs including Chief Medical Advisors • ACC • NZ Police • Coroners and Coronial Services • Health and Disability Commission • News Media • Community NGO's • Taranaki Health Foundation • Technology Institutes, Colleges and Universities • Medical Regulatory Agencies, including MCNZ, Health Practitioners Disciplinary Tribunal and Human Rights Tribunal • Health New Zealand • Maori Health Authority • Health Quality and Safety Commission (HQSC) • ASMS CEO and industrial officers 	<ul style="list-style-type: none"> • Chief Executive • Executive Leadership Team Members • Clinical Leads – Nursing and Allied Health • Advisor Primary- Secondary Integration • Manager Clinical Governance Support Unit • Members of Te Pa Harekeke, Maori Health Unit • Clinical Directors and Clinical Leaders • Human Resources • Medical Management/RMO Support Unit • Project Maunga Team • Heads of Department • Board of Te Whare Punanga Korero • Credentialing Committee • Medical Management/RMO Unit • Serious Incident Review Committee • Patient Quality and Safety Committee • Morbidity and Mortality Review Committee • Infection Prevention and Control Committee • Neurosurgical Services Capital and Coast DHB • PGY1 RMO Registration Approval Panel • Taranaki DHB Research approval process

5. ACCOUNTABILITIES

Key area of responsibility	Expected outcomes
<p>1. Strategic Management</p> <p>Participate as a key member of the senior team to assist the DHB meet organisational goals and objectives</p>	<ul style="list-style-type: none"> • Participation in formulating the strategic development of clinical practice within the context of the organization's strategic plan. • Address important issues of quality, access and distribution of resource affecting the DHB with a high degree of autonomy and responsibility for action. • Promote active collaboration within the hospital services team that will foster a co-coordinated approach to making decisions, especially with regard to achieving organization-wide goals and objectives. • Strategic oversight of the processes in place to attract, recruit and retain suitably qualified medical staff. • Actively participate in service development activities and ensures that clinical views are promoted.
<p>2. Clinical Performance and Leadership</p> <p>To ensure that the clinical</p>	<ul style="list-style-type: none"> • Provides professional leadership and support for medical personnel across the DHB developing clinical governance, promoting innovation and quality, resolving disputes and

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<p>performance of the service is high quality, within expected standards, follows protocols and authorised scope, whilst minimising risk</p>	<p>ensuring continuing development of the medical workforce.</p> <ul style="list-style-type: none"> • Provides necessary Clinical leadership at EMT, providing clinical input as required. • Improves the culture of good conduct amongst medical staff including initiatives such as ‘speaking up for Safety’ • Assists in annual review of performance of Heads of Department and Clinical Directors in terms of their professional leadership responsibilities and implementation of clinical policies and projects. • Providing a mentoring role to Heads of Department and Clinical Directors and senior clinical staff to ensure appropriate career development and succession planning is initiated at all levels of practice. • Encourages and ensures medical staff take personal responsibility in their professional roles and creates an environment that fosters support, information sharing and open communication.
<p>3. Professional standards and practice</p> <p>Provide professional direction and leadership for medical staff, to improve clinical outcomes.</p>	<ul style="list-style-type: none"> • Provides leadership in the development and achievement of improved standards of medical practice. • Supports a programme of development and training for medical staff. • Coordinates and liaise in the investigation of major clinical incidents, complaints and the undertaking of corrective actions where necessary. • Supports the credentialing processes and remedial actions for individual SMOs and departments. • Ensures that clinical practice meets high quality & ethical standards, and that this is supported by appropriate education and training opportunities. • Works with the Medical Council of New Zealand and SMOs to resolve issues of competence, conduct and Health affecting them.
<p>4. Medical Spokesperson and Advisor</p> <p>Act as spokesperson on organisation wide medical issues.</p>	<ul style="list-style-type: none"> • Enhances the clinical reputation of Taranaki DHB, through contributing in accredited forums. • Identifies positive medical developments, initiatives and feedback from various agencies and ensure these are given appropriate recognition and support. • The DHB and key personnel are informed of medical developments and issues that are anticipated to impact on Taranaki DHB medical practice in the medium to long term. • Responds to media queries, Official Information Act requests and external reviews as appropriate.
<p>5. Quality and Risk</p> <p>Management Support clinical quality and risk management.</p>	<ul style="list-style-type: none"> • In conjunction with the CMA and with the support of the Director Clinical Governance champions an organization-wide Quality and Risk Management Plan. • Supports the implementation of an effective Continuous Clinical Quality Improvement programme. This includes facilitating Clinical audits and providing recommendations as appropriate. • Provides advice on the development of new services and

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	<p>priorities.</p> <ul style="list-style-type: none"> • Provides support and coordination to ensure that all customer complaints are responded to appropriately and effectively. • Provides leadership to the development of quality and risk management principles, and ensures agreed outcomes are achieved. • Establishes quality objectives and maintains standards and performance amongst all medical services in conjunction with CMA, HOD's and CD's.
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Organisational Accountabilities	Expected Outcome for all Managers
Health Equity	<p>The Taranaki DHB strives to eliminate health inequalities and achieve health equity for the Taranaki population. In practical terms, this means all Advisors are required to implement relevant health equity policies, procedures, approaches and guidelines issued from time to time including:</p> <ul style="list-style-type: none"> • Implementing the Pae Ora Framework which requires: <ul style="list-style-type: none"> ○ Demonstrating the principles of Partnership, Participation and Protection under Te Tiriti o Waitangi (the Treaty of Waitangi); ○ Improving understanding of the determinants of ethnic inequalities in health, in particular, the “Drivers of ethnic inequalities in health” and the “Pathways to Inequalities” both of which are referenced in the Taranaki DHB Pae Ora Framework; ○ Enabling Māori participation in design and delivery of services; ○ Ensuring Health Equity assessment is undertaken with appropriate input where services, policies or programmes are expected to improve outcomes for Māori; ○ Ensuring appropriate health literacy responses are developed and implemented to support effective engagement with and delivery for Māori and high needs communities. • Taking affirmative action to increase the Māori workforce within the DHB according to the Māori workforce targets set for the Taranaki DHB. • Providing leadership for self and multidisciplinary team to: <ul style="list-style-type: none"> ○ Review clinical practice and those of your peers, through a health equity and quality lens; ○ ensure collection of high-quality ethnicity data according to the Taranaki DHB Ethnicity Data Collection Policy and procedures; ○ audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality healthcare for Māori. • Provide critical analysis of those organisational practices that maintain disparities in healthcare.

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Organisational Accountabilities	Expected Outcome for all Managers
<p>Health and Safety</p>	<p>The Taranaki DHB is committed to ensuring that a safe and healthy work environment is achieved and maintained. All Team Leaders and Managers will support the DHB's health and safety culture by:</p> <ul style="list-style-type: none"> • Planning, organising and managing health and safety activities directed at preventing harm and promoting health and wellbeing in the workplace. • Following, implementing and ensuring compliance of all Health and Safety policies, procedures and processes. • Working closely with and supporting the Health and Safety Representative(s) role. • Ensuring a safe working environment and work practices through risk and hazard identification and management. • Ensuring health and safety is a standard agenda item in all meetings. • Ensuring health and safety reported events are followed up and closed off within required timeframes. • Ensuring health and safety audit activity occurs; results are assessed and improvement actions implemented. • Ensuring health and safety management accountability is monitored and reviewed as part of the performance review process. • Actively supports staff rehabilitation and provides return to work options. • Ensuring health and safety related Key Performance Indicators are measured, reported and performance monitored.
<p>Personal Development</p>	<ul style="list-style-type: none"> • Fully contributes to the individual's team performance and is committed to identify and pursue opportunities for developing new knowledge and skills. • Participates in the performance appraisal process where personal performance and professional development is planned and reviewed. • Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge. • Willing to undergo further training in Medical Leadership with a view to obtaining Fellowship with the Royal Australasian College of Medical Administrators.

6. VARIATION TO 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 can be amended from time to time either by addition, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.

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7. CAPABILITY REQUIREMENTS

Capabilities are the behaviours demonstrated by a person performing the job. Capabilities identify what makes a person most effective in a role. Those listed below are expected for the Medical Advisory team in the organisation. The required capabilities can change as the organisation develops and the roles change.

Capability
Be a Values Leader Understand own leadership style; develop self; display trust and integrity; be resilient and adaptable.
Engage Others Develop others; motivate and empower; demonstrate care and respect; communicate effectively; foster a positive culture.
Develop coalitions Build constructive relationships; create opportunities for thinking and working across boundaries; promote and demonstrate diversity of thinking, ideas and approaches; display team work and lead collaboratively.
Leading care Demonstrate an understanding of the purpose of care and the needs of those providing and receiving care; connect DHBs purpose and values to unit's work; model responsibility and accountability; identify & implement strategy and tactics for achieving the purpose; demonstrate a commitment to the principles of Te Tiriti o Waitangi; maximise the contribution of all staff to identify and remove barriers to addressing inequalities; achieve results related to the provision of great care.
Mobilise system improvement Establish evidence-based decisions; enable a culture of continuous improvements; establish the change imperative; demonstrate organisational and political agility; identify innovations and support their adoption; nurture organisational learning.
Managing Vision and Purpose Communicates a compelling and inspired vision or sense of core purpose; talks beyond today and about possibilities; makes the vision sharable by everyone; can inspire and motivate entire units.
Managerial Courage Doesn't hold back anything that needs to be said; provides current, direct, complete, and actionable positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation quickly and directly; is not afraid to take negative action when necessary.
Business Acumen Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology and information affecting their business and organisation.
Drive for Results Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
Intellectual Horsepower Is bright and intelligent; deals with concepts and complexity comfortably; described as

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Capability
intellectually sharp, capable and agile.
Standing Alone Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position.
Political Savvy Can manoeuvre through complex political situation effectively and quietly; anticipates issues and plans their approach accordingly; views politics as part of organisational life and adjusts to that reality. Careful to inform line manager early of issues that are likely to become politically important.
Strategic Agility Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can create breakthrough strategies and plans.
Organisational Agility Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal networks; understands the origin and reasoning behind key policies, practices, and procedures; understands the culture of organisations.

8. EDUCATION

- Registered as a Medical Practitioner with the Medical Council of New Zealand or eligible for registration with the Medical Council.
- Holds RACMA Fellowship or is eligible and prepared to become an Associate Fellow of the Royal Australasian College of Medical Administrators and work towards full Fellowship.

9. SKILLS

- Possesses a comprehensive knowledge base of trends in medical practice.
- Demonstrates strong and dynamic leadership whereby peers will seek advice in relation to wisdom and practice; ability to provide direction and motivate a team to succeed; able to create a vision with others supported by appropriate strategies.
- Demonstrates an ability to promote open communication and work in an inclusive team approach to problem solving or service improvement.

10. EXPERIENCE

- Practice demonstrates commitment to the provision of a quality service and seeking continuous improvement.
- Provides a model for clinical practice with extensive knowledge and experience in a clinical setting, base of trends in medical practice; an appreciation of clinical governance.
- Evidence of building relationships with a diverse range of people, including developing partnerships between clinical and non-clinical leaders.