

CLINICAL MIDWIFE MANAGER

1. PURPOSE OF POSITION

The Clinical Midwife Manager (CMM) provides the clinical, operational and professional midwifery leadership to the maternity team to facilitate the effective and safe operations of the services. This includes the direct line management of the midwifery, nursing and administrative team.

The CMM ensures safe and effective systems, processes and resources that enable the inter-professional health team to put mama and pepi at the centre of the care provided. A high standard of care supports parents and caregivers to meet their, and pepi's needs to enable the best start to their life.

The CMM provides a clinical safety overview of the patients, the management of staffing resources matched to demand, the oversight of capacity and variance management planning utilising Trendcare and the management of the ward environment.

The role is also accountable for promoting, facilitating and providing clinical governance to the midwifery team, to enhance best patient care outcomes and to ensure safe care practice standards are maintained. This includes leading evidenced based professional midwifery practice, monitoring quality, standards of practice and service standards.

The CMM works collaboratively with key service leads to uphold quality and patient safety standards ensuring that the care provided meets the highest standards.

The CMM contributes to the overall achievement of the strategic direction for the service.

2. ORGANISATIONAL VALUES

The Taranaki District Health Board's (DHB) 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 organisation, 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 MOTUHAKA | 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: | Director of Midwifery (DOM) Maternal & Child Health Manager |
| Number of people reporting to you | Approximately |
| Financial limits authority | \$1K |
| Operating Budget | Approximately |

4. WORKING RELATIONSHIPS

| External | Internal |
|--|---|
| <ul style="list-style-type: none"> • Lead Maternity Carers (LMC) • New College of Midwives • Midwifery Leaders Nationally • Primary health colleagues • Oranga Tamariki • Other District Health Boards | <ul style="list-style-type: none"> • Midwifery and Nursing Leaders • Midwifery and Nursing teams • O&G and Paediatric colleagues • Neonatal staff • Lactation Consultants • Allied Health colleagues • Te Pa Harakeke colleagues • Incident Operations Centre (IOC) staff • Duty Nurse Manager • Safe Staffing Programme Manager • Patient Acuity Data Coordinator • Nurse Educators • Clinical Governance Support Unit |

5. ACCOUNTABILITIES

| Key area of responsibility | Expected outcomes |
|--|---|
| <p>1. Leadership</p> <p>To provide leadership and direction for the staff within the unit</p> | <ul style="list-style-type: none"> • Accountable for the leadership to the midwifery, nursing and administrative team. • Manage the performance of the team including staff development, performance goal setting and regular yearly performance reviews to meet PDRP requirements and TDHB standards. • Accountable for care aligned with best practice standards, and cost effective decisions regarding resource utilisation. • Identifies risk, takes action to mitigate risk and escalates appropriately. • Provides visible and accessible leadership, motivating others to follow and communicates clinical standards and behavioural expectations on a daily basis. • Manages service improvement and change management projects under direction or delegation. |

| | |
|---|---|
| | <ul style="list-style-type: none"> • Develop appropriate relationships to provide effective and collaborative working relationships. • Develop self and drive others to develop their full potential. • Manage relationships with patients and their families, to ensure the best possible patient outcomes. • Demonstrated ability to identify, prioritise, analyse and resolve a range of issues/problems. • Supports staff with clinical reasoning and professional judgement in midwifery practice. |
| <p>2. Service Delivery and safe nursing practice</p> <p>To ensure optimum service delivery, and efficient and effective use of resources</p> | <ul style="list-style-type: none"> • A service overview is integrated and considered in all decision making. • Provides leadership to the daily operational meetings/huddles and ensures up to date reporting is available and escalates concerns appropriately. • Assesses and forecasts clinical acuity and clinical care requirements utilising the appropriate assessment tools (CCDM, Variance response and Trendcare). • Monitors patient occupancy levels, staff resourcing, safe staffing, identifies potential risks and implements required changes as appropriate. • Provide input into development and maintenance of TDHB policies and protocols. • Development of the defined care area/unit/wards rosters including management of annual leave within budgeted staffing numbers ensuring service continuity and capacity, or as delegated • Ensure flexible utilisation of staff to cover variation in workloads. • Participate in hospital improvement initiatives. Assume additional organisation roles and responsibilities within reason and as negotiated with line manager. • Promote the role of the directorate throughout the organisation and externally. • Responds to assist to emergency codes as required. • Part of frontline response to major incidents, and serious untoward incidents. |
| <p>3. Optimum Patient Management and Care</p> <p>To ensure delivery of effective and efficient patient care and customer service to both internal and external customers</p> | <ul style="list-style-type: none"> • Displays high level of collaboration to ensure quality patient care delivery daily. • Redeployment of staff efficiently and cost effectively for the delivery of safe patient care, as requested. • Patient care is patient and family focused, safe, effective, timely and appropriate to maximise patient wellbeing and outcomes and meets professional practice standards. • Respond to issues, queries and concerns from the inter-professional health team as required. • Act as resource to staff on clinical, professional, ethical and legal issues pertaining to service delivery. • Ensure evaluation of care delivery and staff competency. • Foster inquiry, critical thinking and research skill acquisition |

| | |
|--|---|
| | <p>among the midwifery workforce to advance midwifery practice and client care.</p> <ul style="list-style-type: none"> • Review and realign models of care as services either changes or as required under direction / delegation of the DOM line manager. • Be involved in and undertake case reviews as directed by the DOM line manager. |
| <p>4. Environment & Facilities</p> <p>To ensure environment and facilities are adequate and safe, and meet regulatory requirements</p> | <ul style="list-style-type: none"> • Ensure notification to key service leads if equipment failure occurs. • Ensure staffs are aware of fire regulations, electrical safety policy, emergency plans and relevant legislation. • Ensure team are updated regarding disaster response accountabilities. |
| <p>5. Team Work</p> <p>To build an effective and integrated service by developing and promoting a team culture that fosters collaborative working relationships</p> | <ul style="list-style-type: none"> • Work in collaboration with the service leads and midwifery team to ensure a strong team culture across the directorate. • Develop and sustain productive working relationships with the inter-professional health team. • Promote the fostering of a team environment that enhances partnership and co-operation. • Provide leadership for professional development and quality activities for direct reports. • Maintain professional links and support networks with other key stakeholders – both internal and external. • Health and safety of self, colleagues, clients, the public and the environment is maintained at all times. • Works with the team to recruit staffing requirements across the service. |
| <p>6. Staff Development and Education</p> <p>To facilitate the development and maintenance of skills of all team members</p> | <ul style="list-style-type: none"> • Provide local education to staff which is well researched to ensure practice standards are consistent with evidence-based practice, with support from clinical coach and midwife educator. • Ensure ongoing audit and evaluation of the effectiveness of nursing practice in response to patient/ client needs. • Promote the professional image of midwifery. • Perform yearly staff Performance Reviews for all direct reports • Ensures team complies with Taranaki DHB policies. Facilitate associated training as required. • Share knowledge and skills with others, as required. • Ensure appropriate orientation of staff and compliance education. • Gives recognition of good performance. • Ensure midwifery team meet competency standards and participate in revalidation and maintain an up to date midwifery portfolio. • Promotes recommended best practice guidelines/policies are research based and relevant across the TDHB nursing sectors. |

| | |
|--|--|
| | <ul style="list-style-type: none"> Participate in research as appropriate to projects undertaken. |
| <p>7. Communication</p> <p>To ensure an open and effective communication flow is maintained between team members, and both internal and external customers/stakeholders</p> | <ul style="list-style-type: none"> Maintain close and effective communication with all staff. Ensure effective communication of organisational and professional issues with the team and Taranaki DHB. Regular team meetings. |
| <p>8. Financial and Resource Management</p> <p>To ensure service operates efficiently and effectively within the resources available</p> | <ul style="list-style-type: none"> Identifies opportunities to maximise efficiencies. Closely manages financial performance in particular in regard to FTE and consumables with of the directorate lead. |
| <p>9. Continuous Quality Improvement and Safety</p> <p>To encourage continuous quality improvement and maintenance of all applicable standards</p> | <ul style="list-style-type: none"> Ensure clinical care is family centred and meets the highest standards. Patient safety is paramount in all decisions and aligned to the understanding of service quality improvements. Ensure compliance with Taranaki DHB procedures and protocols. Health and safety is maintained and promoted. Critical safety standards are complied with eg fire, Health and Safety, emergency planning, legal compliance, accreditation, and certification. Clinical incidents and complaints are identified and a DATIX is initiated. Review all SAC 3 and 4 incidents reported in DATIX Assists ADON/M and NM the directorate with SAC 1 and 2 incidents. |
| <p>10. Personal Development</p> <p>To maintain a personal development plan</p> | <ul style="list-style-type: none"> Committed to the development of own skills and knowledge. Ensure own knowledge and practice is updated and aligned with current best practice. Career development plan developed and updated. New responsibilities accepted and old responsibilities delegated as agreed. |

| Organisational Accountabilities | Expected Outcome for all Managers and Team Leaders |
|---------------------------------|---|
| 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 Managers, Team Leaders and roles with responsibility for managing staff, 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 Tino Rangatiratanga, Equity, Active Protection, Options and Partnership under the Te Tiriti o Waitangi; |

| Organisational Accountabilities | Expected Outcome for all Managers and Team Leaders |
|---------------------------------|---|
| | <ul style="list-style-type: none"> ○ 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 TDHB Pae Ora Framework, Appendix 1; ○ 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 your team according to the Māori workforce targets set for the TDHB; ● Providing leadership for self and 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 TDHB Ethnicity Data Collection Policy and procedures; ○ audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; ● Provide critical analysis of those organisational practices that maintain disparities in health care. |
| Health and Safety | <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 occur; results reviewed and improvement actions implemented. ● Ensuring health and safety management accountability for all direct reports is monitored and reviewed as part of the performance review process. |

| Organisational Accountabilities | Expected Outcome for all Managers and Team Leaders |
|---------------------------------|--|
| | <ul style="list-style-type: none"> • Actively supports staff rehabilitation and provides return to work options. • Ensuring health and safety related Key Performance Indicators are measured, reported and performance monitored. |
| Personal Development | <ul style="list-style-type: none"> • Fully contributes to the individuals 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 development is reviewed. • Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge. |

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 additional, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.

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. The required capabilities can change as the organisation develops and the roles change.

| Capability |
|---|
| <p>Effective Communication</p> <p>Shares well thought out, concise and timely information with others using appropriate mediums. Ensures information gets to the appropriate people within the organisation to facilitate effective decision making.</p> |
| <p>Decision Making/Problem Solving</p> <p>Demonstrates effective and timely decision making/problem solving techniques. Aware of the impact of decisions on key stakeholders and consults as appropriate utilizing available resources. Is proactive and effective when problem solving is required.</p> |
| <p>Innovation/Initiative</p> <p>Continually strives for new and improved work processes that will result in greater effectiveness and efficiencies. Questions traditional ways of doing things when choosing a course of action or finds new combinations of old elements to form an innovative solution.</p> |
| <p>Resilience/Flexibility</p> <p>Articulates differing perspectives on a problem and will see the merit of alternative points of view. Will change or modify own opinions and will switch to other strategies when necessary. Adjusts behaviour to the demands of the work environment in order to remain productive through periods of transition, ambiguity, uncertainty and stress.</p> |

| Capability |
|--|
| <p>Cultural Safety</p> <p>Demonstrates a commitment to cultural safety by meeting and exceeding the cultural needs of clients/customers/colleagues. Manages cultural ambiguity and conflicting priorities well. Understands concepts of whanaungatanga and manaakitanga and Maori cultural orientation to whanau, hapu and iwi.</p> |
| <p>Teamwork</p> <p>Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, shows commitment to contributing to the teams success.</p> |

8. EDUCATION

| |
|--|
| <p>Registered Midwife with a current Annual Practicing Certificate</p> <p>Relevant post-graduate qualification (preferably PG Diploma), and wishing to work towards other qualifications (desired)</p> <p>PDRP is obtained and current at a Expert or Senior Midwife level</p> |
|--|

9. SKILLS

| |
|---|
| <p>Expert clinical knowledge and skills in midwifery area</p> <p>Proven leadership ability</p> <p>Excellent communication skills, highly articulate and excellent listening skills.</p> <p>Calm, even, consistent and mature personality.</p> <p>Professional approach and manages stress effectively.</p> <p>Strong focus on team philosophy and collaborative working.</p> <p>Ability to think strategically, operationally and objectively.</p> <p>Sound understanding of professional ethics.</p> <p>Computer Literacy.</p> <p>Ability to work autonomously.</p> <p>Ability to support and implement change..</p> |
|---|

10. EXPERIENCE

| |
|---|
| <p>Minimum of at least four - five years Midwifery experience post registration, with three years in your specialty area.</p> <p>Advanced experience in a range of clinical settings.</p> <p>Previous leadership experience.</p> <p>Proven ability to work in a complex and changing environment.</p> <p>Quality improvement experience.</p> <p>Change and Financial management experience (desirable).</p> <p>Understanding of New Zealand Health Legislation.</p> |
|---|

