

Clinical Leader

Position Description

POSITION NUMBER:

POSITION TITLE:

REPORTS TO:

The intent of this position description is to provide a representative summary of the major duties and responsibilities performed by staff in this job classification. There may be a request to perform job-related tasks other than those specified.

PRIMARY PURPOSE

The core purpose of this role is to deliver the changes needed across the Northern Region to realise the regional laboratory network's mission, vision and goals. As such, the Clinical Lead will work with the Regional Laboratory Programme and DHBs laboratories teams, providing strong clinical leadership and strategic direction during the transformational programme.

The Key Accountabilities of the Clinical Lead are to:

- Provide strong clinical leadership and lead the transformational change required across the northern region laboratory network
- Champion regional strategic priorities and build strong relationships with all stakeholders
- Support the delivery of the regional laboratory network priorities
- Raise the profile of laboratory issues across the region and represent the network at requested Executive and Governance forums and ensure effective communication of future plans with staff and stakeholders
- Ensure strong regional collaboration by building strong relationships and effective linkages with each DHB laboratory and executive stakeholders
- Partner with and provide advisory services to the Programme Team to ensure efficient and effective planning and delivery of outcomes
- Take a whole of system approach drawing on clinical, scientific, and technical expertise
- Assist in the further design and establishment of a fully integrated and harmonised regional laboratory network
- The full accountability model will be formed as a function of this role
- Ensure alignment to the Northern Regional Long Term Investment Plan (LTIP) priorities and direction, other regional work plans and national directives.

FUNCTIONAL RELATIONSHIPS

The Clinical Leader will foster functional relationships with many groups, including:

- Laboratory service users including internal DHB and Primary and Community referring clinicians
- Laboratory medical, scientific, technical and administrative staff
- Laboratory Directors, General Managers and Operational Managers
- DHBs management teams
- Northern Region Health Services Design Authority and Implementation Steering Group
- Ministry of Health

LOCATION

Flexible, but it is anticipated that the position will mainly function from the NRA offices in Penrose with significant visibility at the 4 DHBs laboratories, and within the community laboratory, with travel for meetings expected.

Person Specification

	Minimum	Preferred
Qualifications	<ul style="list-style-type: none"> Registration with Medical Council of New Zealand Vocational registration in a relevant field within pathology 	<ul style="list-style-type: none"> Leadership qualification
Experience	<ul style="list-style-type: none"> Minimum of 5 years recent clinical experience Experience in senior leadership roles Experience in leading organisational change processes 	<ul style="list-style-type: none"> Previous experience in a regional role Significant knowledge and experience in the health sector
Competencies	Leadership <ul style="list-style-type: none"> Reputation for striving to create the conditions for successful working partnerships Well developed relationship and partnership management skills, including conflict management and diplomacy Ability to work well in a team, enhancing the capability and contribution of individual members Integrity and discretion Self-directed, resourceful and resilient Experience in leading change in a complex environment 	<ul style="list-style-type: none"> Experience of managing challenging relationships in complex environments Experience of mentoring, supervision and professional leadership Knowledge and understanding of health legislation Role model with proven track record as a professional leader and ability to influence strategically Experience of getting results by working in partnership with a range of agencies and individuals with or without formal authority Understands and is sensitive to diverse viewpoints Enhances the capability of the team
	Communication <ul style="list-style-type: none"> Well developed written/oral communication skills Well developed problem-solving, critical thinking and innovation skills 	<ul style="list-style-type: none"> Experience of presenting to high level governance groups, executives and boards. Experience facilitating and/or presenting to diverse groups
	Change Expertise <ul style="list-style-type: none"> Ability to influence critical relationships and support change Negotiation and persuasiveness skills 	<ul style="list-style-type: none"> Experience of working with multi-partner/ stakeholder groups to influence key decisions Strives to create the conditions for successful working partnerships
	Strategic Planning <ul style="list-style-type: none"> A strong regional perspective Strong orientation to outcomes (system and patient) and solutions Ability to organise, prioritise and coordinate 	<ul style="list-style-type: none"> Ability to apply outcome/logic models, and consumer engagement Able to take into account the local needs of the region's population Ability to juggle competing priorities and to provide structure to complex issues Proven clinical leadership ability within and across multiple organisations

SKILLS / KNOWLEDGE / BEHAVIOUR

KEY PERFORMANCE OBJECTIVES

Task	Measure
To contribute to the strategic management and development of regional laboratory services by providing vision and clinical leadership, guidance and support to the Network	<ul style="list-style-type: none"> • Maintains the Network including all relevant Network project groups and change processes • Provides clinical leadership and advice to the Network • Promotes shared decision making throughout the continuum of care • Develops a strong clinical governance framework • Develops KPIs for the network and measures these quarterly, and reviews the changes in patient outcomes and system changes • Ensures activities undertaken are within agreed parameters • Ensures effective working relationships and links with managerial and clinical colleagues in the Network. Assists project manager/s in facilitating communication across the Network • Ensures effective cross boundary (providers, professional groups and other agencies) collaboration and service development through the provision of an effective infrastructure, communication and support processes across the Network • Manages within the resource made available for the Network • Ensures the development of laboratory services reflects and contributes to national / regional priorities and local health improvement programmes. This will include improving health outcomes for Maori and Pacific peoples and reducing health inequalities • Develops and co-ordinates proposals across the Network in response to national requests and oversees the project management of any successful proposals • Participates in other initiatives as required
To ensure strategic and service planning occurs for the laboratory network priorities	<ul style="list-style-type: none"> • Planning takes cognisance of the sector planning cycle including funding requirements • Co-ordinates, develops, implements and reviews the priorities for laboratories as agreed by the Network • Plans are agreed by the Network and endorsed by the Regional Executives Forum and reporting requirements are met • Advises on, and supports the development of clinical KPI's based on validated standards • Works with and supports the Northern DHBs in the review and implementation of laboratory service components of the Northern Regional Health Plan and DHB Annual Plans • Ensures opportunities for new/ enhanced services are investigated and preparation of necessary strategy documents occurs
To ensure relationships with others are productive and so enable service development across the sector to occur	<ul style="list-style-type: none"> • Key stakeholders (internal and external) are identified and effective working relationships are maintained • Productive ongoing working relationships are leveraged to ensure collaboration occurs as appropriate • Actively participates in national and regional network forums • Collaboration and integration between DHBs, Ministry of Health and other agencies is actively promoted • The objectives and deliverables of agreed initiatives and tasks related to the regional networks are achieved
To actively contribute to Continuous Quality improvement activities within the Network	<p>Contributes to the Network's continuous quality improvement by;</p> <ul style="list-style-type: none"> • Developing and implementing strong clinical governance arrangements • Identifying improvement opportunities and incorporating these into Network activities • Participating in the Network's quality improvement activities • Supports clinical research, audit and outcomes reporting • Promotes and facilitates information dissemination and knowledge sharing
Individual responsibilities,	<ul style="list-style-type: none"> • Maintain a current knowledge of relevant issues, trends and

Task	Measure
actions and contributions enhance the success of the Network	practices <ul style="list-style-type: none"> • Behaviour demonstrates cultural appropriateness • Builds and maintains productive working relationships • Participates as a member of designated groups • Values individual effort, innovation and creativity
Treaty of Waitangi	Works in a way that demonstrates; <ul style="list-style-type: none"> • Partnership and shared decision making with Maori. • Participation and consultation with Maori. • Protection of Maori needs, values, and beliefs.
Assumes responsibility for personal and professional work education and development	<ul style="list-style-type: none"> • Maintains or extends own professional knowledge and skill base required for effective performance. • Identifies any learning needs. • Participates in own annual performance review.

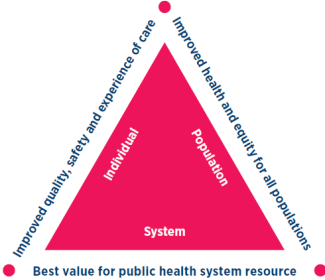

Person Specifications

VERIFICATION

Employee: Clinical Leader Laboratories: _____

CEO, NRA: _____

Date: _____

<p>Name</p>	<p>The group shall be known as the Northern Region Laboratory Services Implementation Oversight Group</p>
<p>Purpose</p>	<p>The Laboratory Services Implementation Oversight Group will:</p> <ul style="list-style-type: none"> • Provide leadership for the regional laboratory agenda, ensuring that sound advice is provided to the Regional Executives Forum and the Regional Governance Group to inform discussions and recommendations in regard to regional strategy • Be accountable to the Regional Executives Forum for the development and delivery of the regional plan/s that are aligned with the Northern Region Long Term Investment Plan and the New Zealand Health Strategy • Progress workplans for the recommendations in the DHB Laboratory External Review 2017 that have been prioritised by the Regional Executive Forum • Complete a Laboratory Deep Dive under the direction of the Northern Region Long Term Investment Planning Programme of work, reporting back to the NRLTIP Steering Group and Regional Executives Forum • Act as an escalation point for regional laboratory issues that cannot be resolved in other Groups
<p>Principles</p>	<p>The Northern Region Laboratory Services Implementation Oversight Group will be guided by the following principles and by the direction set out in the New Zealand Health Strategy.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <p>All services have a Triple Aim which must be considered simultaneously. All activity will be aligned with the future direction mapped out in the Northern Region Long Term Investment Plan for service delivery.</p>
<p>Objectives</p>	<p>The Group will ensure that agendas are succinct and related to:</p> <ul style="list-style-type: none"> • Discussion of issues that are of key strategic importance and/or may have major impacts across the region (health outcomes, patient experience, financial, political, environmental) • Approval of items that require regional endorsement and/or regional stewardship through DHB and other boards • Progress reporting on the agreed regional strategies, the Northern Region Long Term Investment Plan and in particular the Laboratory Deep Dive, and the wider regional work agenda (Standing agenda items) • Specific issues identified by individual DHBs as requiring urgent regional consideration <p>The Group's overall objectives are as set out below;</p> <p>Strategic Direction</p> <ul style="list-style-type: none"> • Provide visible and credible leadership to the region on whole of sector health services planning and capital planning for laboratory services

	<ul style="list-style-type: none"> • Ensure the future vision for the region’s laboratory services, and our key priorities are understood by all key stakeholders and are reflected in the appropriate planning and accountability documents. <p>Implementing Prioritised Review Recommendations</p> <ul style="list-style-type: none"> • Develop a Regional Work Plan that is aligned with the External Review and NRLTIP future direction and national priorities and ensure this is endorsed annually by the Regional Executives Forum, the Regional Governance Group and DHB Boards • Ensure that progress against the Regional Work Plan is regularly reviewed and reprioritised where appropriate • Act as an escalation point for subject area issues that cannot be resolved effectively in other forums <p>Long Term Investment Planning Deep Dive</p> <ul style="list-style-type: none"> • Develop a prioritised long term investment plan for Laboratory Services that is aligned with and embedded in the Northern Region Long Term Investment Plan and Information Systems Strategic Plan • Ensure there is a collaborative and robust process in place to develop and agree this plan annually in timeframes that align with annual planning requirements. • Recommend to appropriate forums the overall capital investment required and work to facilitate the approvals of this at all Boards • Endorse business cases that require approval <p>Collaboration</p> <ul style="list-style-type: none"> • Act as a steward for regional decision making and as guardian for key Northern Region strategies and plans • Ensure that key regional issues are discussed prior to being presented to individual organisations • Ensure that all participants are heard, discussion is robust and that decisions taken are committed to • Act as a conduit within their respective DHBs to promote engagement and support for regional initiatives and work plans <p>Risk Management</p> <ul style="list-style-type: none"> • Ensure there is good visibility of key risks, the actions being taken to mitigate them and the potential impact of residual risks
Accountability	<p>The Northern Region Laboratory Services Implementation Oversight Group is accountable to the Regional Executives Forum.</p> <p>Each member of the group will work under the delegation of, and will be accountable to, their respective organisation. Within the Laboratory Services Implementation Oversight Group, each member is working for the collective good of the region and will act as a steward for regional activity through its respective DHB Board.</p> <p>Each member is accountable to their Board and shall inform their own organisation of the activities of the Laboratory Services Implementation Oversight Group that may be significant for their DHB.</p>
Membership	<p>The Group will comprised the following membership roles:</p> <ul style="list-style-type: none"> • Executive Lead (Chair) • DHB General Manager • DHB Laboratory Clinical Lead • Senior Scientist • Planning and Funding Representative • Laboratory IT lead • Laboratory management • Performance Improvement

	<ul style="list-style-type: none"> • Referrer/Service Users • Working groups – established from existing members and/or external members for time-limited pieces of work to inform the Oversight Group • Private Laboratory representation – as and when determined by Oversight Group
<p>Operating procedures</p>	<p>Meeting organisation</p> <p>The Laboratory Services Implementation Oversight Group will act as a steward for regional working.</p> <ul style="list-style-type: none"> • Meetings will be bi monthly with the option of a teleconference between meetings. During the establishment phase meetings may need to be more frequent • A video conferencing link will be available for all meetings. • Agenda and pre-reading will be distributed to members at least five working days prior to each meeting unless there is approval from the Chair for consideration of a late paper. The Chair (or their delegate) will be responsible for contacting members seven working days prior to the meetings to ask for agenda items. Minutes will be distributed to the Chair within five working days of the meeting. • Standing agenda items will include: <ul style="list-style-type: none"> ○ Strategic issues for discussion ○ Items requiring approval ○ Escalated items for discussion ○ Progress updates around standing items ○ Risk review ○ Items for information <p>Quorum</p> <ul style="list-style-type: none"> • Quorum for this Group is at least one representative from each DHB, with the Chair then to determine if there is sufficient representation for a robust discussion of agenda items • Attendance at decision making meetings must include a minimum of 3 of the project leads or sponsors. • Meetings will be scheduled well in advance with the expectation that committed meeting dates will be prioritised over other commitments. If the quorum is not achieved: <ul style="list-style-type: none"> ○ The meeting will be cancelled and held on the next scheduled meeting date, unless an earlier date can be agreed ○ Matters that can reasonably be expected to be addressed by email will be circulated for noting, advice on work to be progressed prior to the next meeting or for endorsement • The Chair reserves the right to consult further on any issues that may have been considered in the absence of specific Group members. <p>Decision-making</p> <ul style="list-style-type: none"> • Decisions will be made by mutual agreement for the collective good of the Northern Region population. • Once endorsed by the Regional Executive Forum and DHB Boards, the Laboratory Services Implementation Oversight Group will take overall responsibility for the implementation of any relevant plans, projects and initiatives. • The Laboratory Services Implementation Oversight Group Chair will have: <ul style="list-style-type: none"> ○ Delegated authority from the DHB Boards to act on plans, projects and initiatives subject to REF and RGG endorsement ○ An obligation to regularly report progress ○ An obligation to take any matters arising for discussion and debate to their Board within an agreed timeframe (usually the next Board meeting following agreement to a Governance Group recommendation and to report back to the Governance Group within the agreed timeframe (usually the

	<p>next bi-monthly Governance Group meeting following the Board meeting).</p> <ul style="list-style-type: none"> Act as an escalation point for matters that are of strategic importance <p>Reporting</p> <ul style="list-style-type: none"> Reporting will include: <ul style="list-style-type: none"> Laboratory Services Implementation Oversight Group to REF and RGG quarterly or as required on key issues Laboratory Services Implementation Oversight Group updates to NRLTIP Steering Group and Regional Service Review Group monthly or as required on key issues
Support for the Group	<ul style="list-style-type: none"> Secretariat and project support will be provided by the Northern Regional Alliance
Review of Group	<ul style="list-style-type: none"> The terms of reference and membership of the Group will be reviewed annually

Appendix 2 – Programme Structure

Regional Laboratory Programme Structure 2019/20

