

# MEDICAL AND INJURY CENTRE LTD

## SCHEDULE A

### POSITION DESCRIPTION

#### Medical Director, Medical and Injury Centre Ltd

<b>POSITION:</b>	<b>Medical Director, Medical and Injury Centre</b>
<b>REPORTS TO:</b>	<b>Chair – Medical and Injury Centre Ltd (Clinical) Practice Manager – (Operational)</b>
<b>POSITION OBJECTIVE:</b>	<p>The Medical Director is responsible for ensuring that the highest standard of clinical care is delivered and that targets and objectives are met in line with national and local standards.</p> <p>The role is also responsible for</p> <ul style="list-style-type: none"><li>• Clinical Governance;</li><li>• Contributing to Medical and Injury Centre maintaining Urgent Care and Cornerstone accreditation;</li><li>• Overseeing the performance of medical centre clinical staff, in particular the regular appraisal of clinicians' contributions to the service;</li><li>• Supporting the Practice Manager in setting and achieving annual budgets and for the efficient deployment of the medical centres' resources;</li><li>• Participating in strategic thinking and development of the primary health sector; and</li><li>• collaborating with the General Practice Lead, Practice Manager, and the Clinical Nursing Leader, for the<ul style="list-style-type: none"><li>○ development and implementation of the strategic and operational plans of the urgent care centre and general practice; and</li><li>○ providing leadership to clinical staff working at the centre.</li></ul></li></ul>
<b>DIMENSIONS:</b>	<p><b>Staff:</b> The Medical Director has General Practice Lead, Urgent Care Physicians and Nurse Practitioners in their area of responsibility. The Medical Director also has clinical oversight of the General Practitioners, Associates, and Locums who complete shifts at MIC as part of their obligation, or on a Fee for Service contract.</p>
<b>FUNCTIONAL RELATIONSHIPS:</b>	<p><b>Internally:</b></p> <ul style="list-style-type: none"><li>▪ General Practice Clinical Lead</li><li>▪ Practice Manager, MIC</li><li>▪ Clinical Nursing Leader, MIC</li><li>▪ Clinical Programme Manager, Nelson Bays Primary Health</li><li>▪ Director of Nursing</li><li>▪ MIC Directors</li></ul> <p><b>Externally:</b></p>

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- All other services across the urgent care continuum
- Clinical Director, Emergency Department, Nelson Hospital
- Clinical Directors of other key departments at Nelson Hospital.
- Other senior staff and clinical directors of NGOs

**DIRECT REPORTS:**

General Practice Clinical Lead  
Nurse Practitioners

**EXTERNAL RELATIONSHIPS:**

Locums  
Nelson Bays Primary Health  
Nelson Marlborough Health (District Health Board) employees

**KEY TASKS AND RESPONSIBILITIES:**

Achievement of the position objective will involve the following key tasks:

<b>Key Areas of Accountability</b>	
<p>Operational Leadership Together with the Practice Manager and Clinical Nurse Leader</p>	<ul style="list-style-type: none"> <li>▪ Efficiently and effectively use the resources of the Clinic to deliver the activity and targets agreed via the annual plan</li> <li>▪ Liaise with member general practices to ensure continued engagement.</li> <li>▪ Participate in and in particular provide clinical input into the development of the annual business plan as part of Medical and Injury Centre’s annual business planning and budgeting cycle and be responsible for the efficient and effective use of financial and other resources to deliver effective and sustainable urgent care in Nelson.</li> <li>▪ Hold positive and constructive working relationships with external partners including Hospital, Ambulance, Community Services, Mental health services, Allied Health and General Practices to ensure that the needs of patients across the service are met</li> <li>▪ Ensure that clinical systems are in place to deliver services in a timely, safe and effective manner.</li> <li>▪ Develop systems to provide clinical information to staff to enable them to benchmark and audit their practice so as to improve the patient experience</li> <li>▪ Establish and maintain regular communication with the wider general practice community and act, where appropriate, as the spokesperson for MIC</li> <li>▪ Agree a system of delegated responsibility within the practice and assume responsibility for its effective functioning</li> <li>▪ Role model an open and inclusive style of management, encouraging team work and good working relationships</li> <li>▪ Produce a quarterly newsletter with a clinical focus sent to doctors</li> <li>▪ Maximise the use of IT in providing information to doctors</li> <li>▪ Responsible for Adverse Event management</li> </ul>

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Professional Leadership	<ul style="list-style-type: none"> <li>▪ In collaboration with the Practice Manager and Clinical Nurse Lead, identify and make provision for the training and development needs of all clinical staff working at the surgery, including succession planning - selecting and supporting others to develop clinical leadership</li> <li>▪ Encourage and support research activity both for the urgent care and general practice services.</li> <li>▪ Lead the development and oversight of clinical audit processes within the practice including dealing with patient complaints and incidents.</li> <li>▪ Represent the practice in various clinical forums</li> <li>▪ Place Patient Safety and customer service at the centre of the practices' activity</li> </ul>
Strategic Leadership	<ul style="list-style-type: none"> <li>▪ Act as a bridge between MIC and general practice with respect to the delivery of after-hours urgent care.</li> <li>▪ Develop and promote annual plans that enhance the services provided to general practices in the Nelson region, exploring alternative service delivery methods and building complimentary services</li> <li>▪ Advise MIC board promptly around potential opportunities and challenges as they emerge.</li> <li>▪ Work in partnership with all other stakeholders including Hospital, Ambulance, Mental Health, Allied Health and Community Services to ensure co-ordination of patient services across the local health service</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>▪ Supporting staff participation in health and safety matters.</li> <li>▪ Comply with responsibilities under the Health and Safety at Work Act 2015.</li> </ul>
<p>The tasks defined above are indicative and may change from time to time as the needs, priorities and objectives of the company change. Accordingly, the position will undertake any other tasks and duties as agreed from time to time with your Manager subject to provision of appropriate training.</p>	

Qualifications and Technical Skills	Essential	Desirable
FRNZCUCP	✓	
FRNZCGP		✓

Experience:	Essential	Desirable
Minimum 5 years' experience in General/Urgent Care practice	✓	
Previous experience in a management and leadership role		✓
Experience in running or managing a medical facility		✓

Personal Attributes:	Essential	Desirable
<ul style="list-style-type: none"> <li>▪ Well-developed problem solving and analytical skills i.e. willingness to develop new approaches to caring for people.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>▪ Well-developed relationship building skills with the demonstrated ability to build effective working relationships in the community and with other healthcare providers.</li> </ul>	✓	

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▪ Flexible, adaptable and embraces change.	✓	
▪ A commitment to the philosophy of medical care enabling people to be cared for in their community.	✓	
▪ A demonstrated team player.	✓	
▪ Excellent interpersonal and communication skills promoting good working relationships at all staff levels and safe, effective professional transactions with patients and their families	✓	
▪ Well-developed written and verbal communication skills and a demonstrated ability to relate to a wide range of healthcare professionals.	✓	
▪ Demonstrates a commitment to quality	✓	
▪ Confident and polite with an understanding and sensitivity to other cultures	✓	

<b>Professional Development: (Standard for senior roles only)</b>	<b>Essential</b>	<b>Desirable</b>
The Clinical Director will be responsible for monitoring and developing his / her own level of professionalism. This will be achieved through membership in relevant associations and committees and appropriate professional development through attending programmes as agreed with your manager.		

## **Treaty of Waitangi**

MIC is committed to the principles of the Treaty of Waitangi.

## **Vision**

To improve the health of the people we care for.

## **Organisational Values**

MIC works towards providing an environment of support and learning where we all experience a strong sense of belonging, mutual support, safety and we welcome anyone joining the environment.

- Trust and respect
- Safe
- Accessible
- Evidence based
- Co-operative

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## *Schedule C*

## **Key Performance indicators**

### **Individual:**

### ***Personal Attributes and Leadership Capabilities Indicators***

#### **Results agility**

- Indicators**
- Inspires others to perform above their usual level of performance (i.e. drives a culture of excellence and high performance)
  - Demonstrates the gravitas to inspire and builds confidence in others.
  - Achieves results under new and/or tough conditions
  - Demonstrates drive, flexibility and adaptability
  - Staff are provided with regular learning opportunities and GP's are supported and upskilled.

#### **Personal and interpersonal skills**

##### **Indicators**

- Communication*
- Communicates with impact in both written and oral situations (e.g. in individual, group and public speaking situations, communication is clear and succinct, confident, engaging, articulate, logical, energetic, open)
  - Listens to understand
  - Interested in and able to see situations from others' perspectives
  - Alert to cues to tailor communication style and adapts approach accordingly
  - Demonstrates interpersonal diplomacy (e.g. is sensitive and respectful of others)
  - Employs effective influencing strategies that are compelling and fit-for-purpose
- Managing relationships*
- Connects and establishes rapport with a wide range of people
  - Invests time building effective internal and external relationships
  - Handles conflict effectively (e.g. nips issues in the bud, displays objectivity and sensitivity, defuses hostilities, and seeks common ground)
  - Displays team player skills (e.g. adopts a consultative, non-territorial, collegial approach, has the trust and support of peers, enjoys working as a member of a team, comfortable playing different roles in a team)
  - Makes people feel valued and appreciated for their contribution

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- Reaches negotiated positions without damaging relationships

## *Walks with respect in diverse worlds*

- Indicators**
- Demonstrates an understanding of, and commitment to Te Tiriti o Waitangi by being responsive to Maori in the delivery of services and achieving agreed results
  - Takes cultural perspectives into account in decision making and policy advice
  - Engages different communities in effective consultation processes; listens to and reflects their needs in policy development, service delivery and evaluation
  - Demonstrates the organisation's commitment to respecting cultural values in service delivery and employment practices

## **Courage**

- Indicators**
- Takes and stands by difficult decisions; is willing to stand alone
  - Provides a clear direction in challenging situations
  - Challenges the status quo and displays a preparedness to voice an opposing view
  - Gets the right balance between seeking others' views and taking action
  - Proactively addresses longstanding and challenging issues
  - Comfortable and candid when outlining limits of knowledge/experience in an area (e.g. will say when they do not know something, consults and seeks advice from technical experts, specialists and people with a different perspective to supplement own knowledge)
  - Admits mistakes and seeks to redress these where possible

## **Energy and drive**

- Indicators**
- Models a high level of drive and ownership for achieving challenging organisational goals (e.g. displays a high level of ambition for what their organisation can achieve, pushes self and others to achieve, driven to excel in whatever they take on)
  - Makes the most of opportunities to achieve through individuals and teams (communicates a clear vision, delegates, shares credit for success, provides feedback and encourages ownership)
  - Invests time coaching and developing others
  - Displays a strong improvement orientation (i.e. continually looks at how to improve processes and work approaches, perform work more effectively)
  - Motivated to lead (i.e. seizes opportunities to lead without being given the responsibility or direction)
  - Enjoys achieving through people and seeing people achieve and develop

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## *Leadership Capabilities*

### **Strategic skills**

- Indicators**
- Communicates and drives the organisation's vision, goals and objectives, aligns them with priorities and outcomes
  - Understands the current and future business potential of the organisation and its interface with business and community
  - Scans the external and internal environments and looks for opportunities
  - Identifies priorities for change, and initiates strategies to meet the organisation's changing environment
  - Builds the right capability mix of: people, resources, systems, structures, culture, leadership and relationships to achieve future outcomes
  - Ensures portfolio effort contributes to priorities, whilst maintaining the integrity of the organisation
  - Quickly grasps the essence and the underlying structure of anything
  - Acts appropriately according to the situation and is seen as considered and balanced (e.g. delivers tough messages in a compassionate way)
  - Easily makes connections among previously unrelated notions, and comes up with new and unique ideas
  - Is good at encouraging the creativity of others and demonstrates good judgement about which creative ideas and suggestions will work

### **Operating skills**

- Indicators**
- Measures performance against goals and evaluates results
  - Anticipates & adjusts for problems & roadblocks
  - Defines success in terms of the whole team and urgent care service
  - Identifies appropriate evaluation methodologies to measure success
  - Provides challenging and stretching tasks and assignments