Position Description

Position Title: Integrated Operations Centre (IOC) Manager
Service Group: Provider Arm
Team: Chief Operating Officer
Reports to: Chief Operating Officer

Direct Reports:
- IOC Administration Support
- Organisational Administration Coordinator
- Analyst (as dual report)

Authority Level: In accordance with the BOPDHB Financial Delegations

Issue Date: 08 July 2020
Approved By: Chief Operating Officer

The Bay of Plenty District Health Board
The District Health Board’s fundamental purpose is to work within the resources allocated to it, to improve, promote and protect the health of the whole population within its district, and to promote the independence of people with disabilities.

Vision: Healthy, thriving communities.
Mission: Enabling communities to achieve
Our Values: Compassion, All-one-team, Responsive, Excellence

The Bay of Plenty District Health Board (BOPDHB) is committed to the Treaty of Waitangi principles of Partnership, Participation and Protection, and to meaningful engagement in decision-making with Tangata Whenua at strategic, operational and service levels.

Delivering this commitment is through: the implementation of our He Pou Oranga Tangata Whenua Determinants of Health framework: respect for and promotion of our Kawa and Tikanga Māori; ensuring cultural safety; seeking to eliminate disparities in health between Māori and Non Māori.

All staff have a part to play in this commitment.
IOC Manager
July 2020
Primary Purpose
The Integrated Operations Centre (IOC) Manager is responsible for operational management of the IOCs at Whakatane and Tauranga sites providing oversight of the effective day to day management of the hospitals. A key focus is facilitating an organisational view of capacity and production planning to ensure safe, effective and efficient service delivery through managing and leading the people, systems, processes and resources. This includes the integration into practice of the virtual components of the IOC. The role works in partnership with hospital service leadership teams and unions.

The IOC will be an advocate for reducing inequities, improving timeliness of service, quality and safety of the healthcare journey and experience for patients.

Is responsible for continually improving how the IOC functions and improving the actionable information available.

The role will continue the development and future direction of the IOC and undertake change management and quality improvement work as required underpinned by Care Capacity Demand Management (CCDM) principles.

<table>
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<tr>
<th>Key Responsibilities</th>
<th>Outcomes</th>
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| **1. Leadership and Direction** | • Effective planning, forecasting and management of daily operations using short, medium and long term views  
• All reporting for daily operations meetings is available  
• Manages high and low demand planning processes, including debriefs incorporating learnings into future plans, taking a whole of system view  
• Monitors resource allocation proactively managing patient flow, capacity and demand  
• Direct reports are provided with feedback and have development and succession plans  
• Role models BOPDHB vision and values  
• Annual operational and strategic plans are achieved  
• Engagement across the organisation can be demonstrated and measured |
| • Coordination of the daily utilisation of facilities and resources  
• Provide support to the hospital coordinators to manage daily capacity and demand  
• Provide operational leadership for the IOC Team  
• Foster clinical governance of the IOC through a joint accountability with Cluster Leaders  
• Align planning with BOPDHB Strategic Health Services Plan, Te Toi Ahorangi and Midland regional plans | |
| **2. Service Delivery** | • Contributes to the achievement of organisational KPIs including relevant MoH requirements  
• Ensures staff and resources are managed to provide efficient, safe and effective |
| • Work in partnership with all support service leads and cluster leader teams to provide coordinated service delivery  
• Monitor and continue to develop the | |
| Organisational response to varying demand for services.  
- Oversees the ongoing development of robust monitoring and reporting tools for managing capacity and demand  
- Partners with professional leads and leadership teams to address emerging identified workforce issues | Patient care.  
- Resource decisions show a balance between patient need and organisational capacity and ensure best use of resources  
- Services are delivered within budget  
- Comprehensive reporting frameworks are in place  
- Information tools and reports are available and inform decision making incorporating equity requirements  
- Ensures timely ongoing improvements and review of standard operating procedures (SOPs), variance response management (VRM) processes and safe staffing protocols occurs  
- Ensures all IOC CCDM reporting provided within required timeframes  
- Supports the effective utilisation of TrendCare |
|---|---|
| **3. Continuous Quality Improvement and Risk Minimisation**  
- Lead quality improvement initiatives to further improve facility and resource utilisation  
- On-going analysis of clinical and service performance occurs and benchmarking is standard practice to inform improvement  
- Activates agreed processes for identified patient safety and risk issues  
- Proactively maintains health and safety for clients, staff and others ensuring compliance with Health and Safety requirements  
- Reports all incidents / accidents, including near misses in a timely fashion | **4. IOC Team Management**  
- Identifies and actively involved with service improvement activities including CCDM improvement plans  
- Demonstrated improvement of performance trends against benchmarks as identified  
- Patient safety and risk issues managed in a timely manner with the patient at the centre of decision making  
- Evidence of participation in health and safety activities.  
- Demonstrates support of staff to maintain safe systems of work  
- Evidence of compliance with relevant health and safety policies, procedures and event reporting |
| **4. IOC Team Management**  
- Establishes the IOC team with direct report team members blending appropriate involvement of broader virtual team members  
- Fosters joint problem solving and decision making across the team and wider hospital services.  
- Develops and maintains a positive and safe work culture amongst all staff associated with the IOC | **4. IOC Team Management**  
- Team meetings held on a monthly basis are effective and results focused.  
- Monthly reports and business cases presented professionally, with effective decision making  
- Successes are recognised and celebrated on both an individual and team level.  
- IOC staff feel encouraged to contribute ideas and feel valued. |
• Develops and manages IOC team budget
• Decision making is person and whanau/family centric

Key Relationships

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<th>Internal</th>
<th>External</th>
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<tr>
<td>• Hospital Coordinators</td>
<td>• Other DHBs specifically their Flight Teams</td>
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<td>• CCDM coordinator</td>
<td>• Community organisations</td>
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<tr>
<td>• TrendCare Coordinators</td>
<td>• Māori Health Providers</td>
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<td>• Duty Nurse Managers</td>
<td>• PHO</td>
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<td>• RMO unit</td>
<td>• GPs</td>
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<td>• Risk Coordinator</td>
<td>• Ministry of Health and other government organisations</td>
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<td>• Maori Health Gains &amp; Development</td>
<td>• General public</td>
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<td>• Cluster leaders</td>
<td>• Education facilities</td>
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<td>• Patient Transport</td>
<td>• Private hospital providers</td>
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<td>• Decision Support Analysts</td>
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<td>• Professional Leads</td>
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<td>• Facilities &amp; Business Operations</td>
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<td>• Orderly Service</td>
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<td>• Volunteer Service</td>
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<tr>
<td>• Executive Management Team</td>
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<tr>
<td>• Other BOPDHB staff</td>
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<td>• Emergency Planning Manager</td>
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Person Specification

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<tr>
<th>CARE Values - Manaakitanga Who am I?</th>
<th>Experience – What have I done?</th>
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<td>• Calm, reassuring leader and manager who is able to understand others point of view and demonstrate empathy</td>
<td>• Significant experience in working in a health management and leadership role</td>
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<td>• Communicates directly and clearly, shares knowledge and information and involves everyone in the team</td>
<td>• Recent management experience</td>
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<td>• Is approachable and friendly, listens to team members and key stakeholders</td>
<td>• Experience in an environment of diversity</td>
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<td>• Is focused on building a great team and goes the extra mile</td>
<td>• Experience of acuity systems and an awareness of CCDM</td>
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<td>• Role models appropriate behaviours to the team members, sets high standards</td>
<td>• Familiar with TrendCare patient acuity tool</td>
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<td>• Creates a positive environment, with a will do attitude, is able to be flexible and adaptable</td>
<td>• Experience in building teams</td>
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<td>• Experience working in partnership with unions</td>
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IOC Manager
July 2020
Competencies – What am I capable of?

- Must be a strategic thinker, analytical, creative and visionary
- Influencing others and dealing with areas of conflict as appropriate
- Negotiating skills
- Achievement orientated
- Working a clinical governance or partnership model
- Demonstrating the application of Te Tiriti o Waitangi in practice
- Providing a culturally safe environment for clients and whanau
- Strong leadership skills
- Strong articulate communicator – written and oral
- Continuous quality improvement
- Flexible and adaptable
- Comfortable with ambiguity

Knowledge – What do I know?

- Relevant postgraduate qualification working towards Masters qualification
- Expert clinical knowledge and experience
- Workforce development
- Health equity
- Preferred knowledge of IHI quality improvement methodology or models for improvement
- Competent computer skills
- Finance and data literate.

You agree to demonstrate flexibility and a willingness to perform a variety of tasks to promote and support BOPDHB initiatives.

You are required to meet the Health and Safety at Work Act 2015 requirements as set out in the BOPDHB Health and Safety policies and protocols. This includes completing successfully any health and safety training provided by the BOPDHB.

You are required to maintain a standard of health which will allow for the performance of all duties and functions of the position. All BOPDHB sites are smokefree environments.

**Health Practitioners Competence Assurance Act 2003**

1. You are required to maintain your current competency based practicing certificate.
2. You must notify your Manager of any changes to scope or conditions on practice (determined by Regulatory Authority).
3. You must complete the requirements of any competency programme.
4. You must notify your employer of concerns relating to the risk of harm to the public of another health practitioner practicing below the required standard of competence.
5. Know the provisions of the HPCAA as the governing legislation.

**Vulnerable Children Act 2014**

Due to this position having contact with children and the BOPDHB’s commitment to child protection, you will be subject to ‘safety checks’ under the Vulnerable Children Act at the time of hire and thereafter as per the relevant legislation.

IOC Manager
July 2020
Position Holders Declaration
I certify that I have read, understand, and agree to this position description.

Name:  
Signature:  
Date:  
### Compassion

**We want to see**
- Cared for and respected
- Treated with respect and cultural sensitivity
- Valued and engaged

**We don’t want to see**
- Is rude, bullies, intimidates or humiliates. Creates anxiety. Doesn’t act if someone’s dignity is suffering.
- Disrespectful, judgmental, makes assumptions about people. Gossips or talks behind people’s backs. Rough behaviour.
- Criticises people’s efforts, takes people for granted, makes people feel undervalued, belittled or inadequate.

**Attitudes and behaviours**
- Cares about other people. Has empathy and understanding. Is calm and reassuring. Protects people’s dignity.
- Treats everyone with respect regardless of their views, role or background. Values differences. Culturally competent.
- Notices, acknowledges and appreciates people’s efforts and achievements, gives praise, making people feel valued.

### All-one-team

**We want to see**
- Clear about what’s happening
- Listened to
- Involved in a partnership model

**We don’t want to see**
- Withholds knowledge and information, leaves people confused or in the dark.
- Doesn’t listen, talks over people, dismisses or puts people down, makes decisions without consultation.
- Doesn’t trust or involve people in things that affect them. Excludes, overrides, micro manages.

**Attitudes and behaviours**
- Shares knowledge and information openly and honestly, clearly explains and updates people on what’s happening.
- Takes time to listen to others, is interested in their views. Invites people to ask questions and share concerns or ideas.
- Involves patients, whānau and colleagues as equal partners. Builds teams and relationships to achieve the best outcomes.

### Responsive

**We want to see**
- Positively welcomed
- Supported, so they would want to be cared for or work here
- We are flexible and efficient, and use resources wisely

**We don’t want to see**
- Ignores people, snappy or aggressive tone of voice or behaviours, ‘rushing’ and saying “I’m too busy”.
- Passes the buck, says “it’s not my job”, unsupportive, does not take responsibility and leaves work for others.
- Often late. Leaves people waiting unnecessarily or puts people under pressure with unrealistic timeframes.

**Attitudes and behaviours**
- Friendly, polite, approachable, warm. Introduces themselves. Creates a happy environment. Smiles when appropriate.
- Shows kindness. Is attentive to people’s needs, supportive, helpful and willing. Often goes the extra mile for people.
- Respects people’s time. Plans ahead and co-operates so things run smoothly. Looks for efficient ways of doing things.

### Excellence

**We want to see**
- Part of a positive culture of high achievement
- Things are always improving
- Safe
- We are role models who are open to feedback

**We don’t want to see**
- A negative attitude, often moaning, complaining or grumpy. Focuses on problems.
- Assumes they know best, resists change, not interested in learning or developing. Happy with ‘good enough’.
- Inconsistent, cuts corners, closed to new evidence.
- Blames. Closed to feedback. By not speaking up about poor behaviour or unsafe practice they condone it.

**Attitudes and behaviours**
- Chooses to take a positive, will-do attitude. Looks for solutions. Uses positive words and actions to good effect.
- Aims for the best results, always learning, developing skills, knowledge, and ways of doing things, and helping others to.
- Consistently follows agreed, safe, best-practice.
- Seeks, welcomes and gives constructive feedback, speaks up when they have a concern, coaches others’ behaviour.