



Te Marae Ora (TMO) Ministry of Health  
 GOVERNMENT OF THE COOK ISLANDS

PO Box 109 Rarotonga Cook Islands Phone (682) 29664 Fax (682) 23109 www.health.gov.ck

**POSITION SUMMARY**

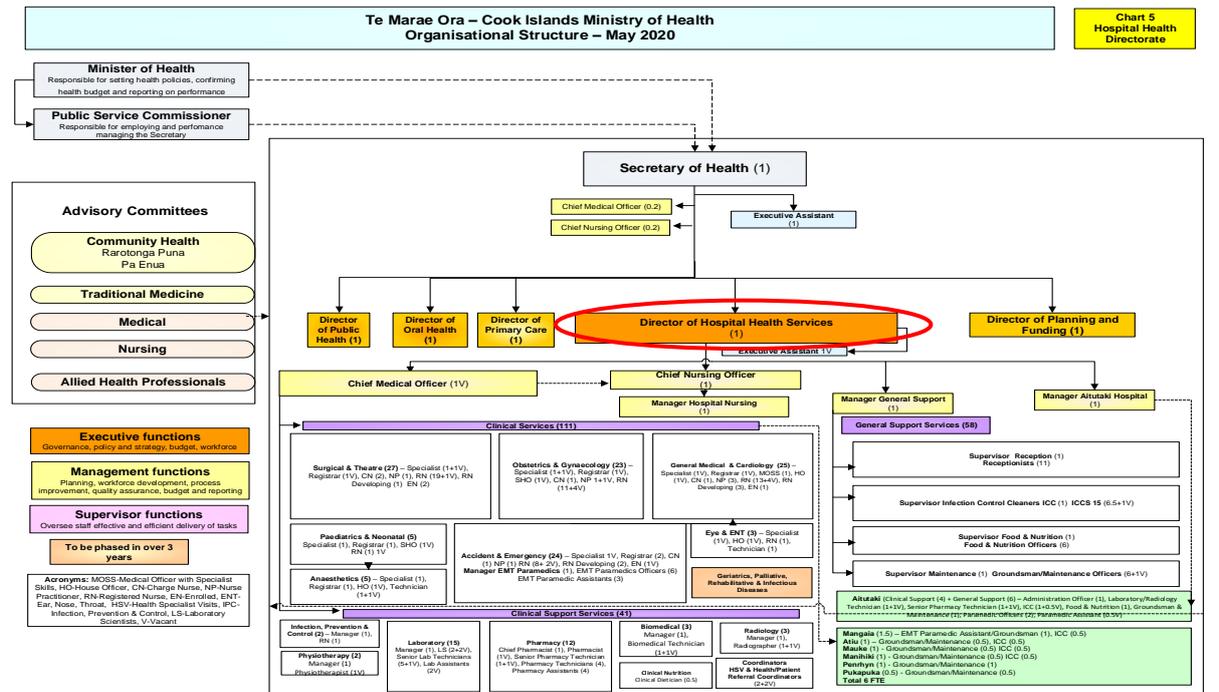
|                            |  |
|----------------------------|--|
| <b>Job Title:</b>          | Director Hospital Health   |
| <b>Division:</b>           | Hospital Health  |
| <b>Responsible To:</b>     | Secretary of Health  |
| <b>Responsible For:</b>    | >200 full time equivalent staff  |
| <b>Job Purpose:</b>        | Lead the design and delivery of accident, emergency, secondary and tertiary health care in hospital settings (0.8 FTE) for Te Marae Ora (TMO) Ministry of Health on a 24/7 basis. This role is responsible for providing strategic advice to the Secretary of Health (SOH) on hospital health services comprised of clinical, clinical support, allied health and maintaining general support services across the health system. This role is also provides clinical advice/services (0.2 FTE) to strengthen service delivery. |
| <b>Job Classification:</b> | L – L9 Senior Manager  |
| <b>Date updated:</b>       | May 2020   |

**AGENCY VISION AND VALUES**

**Vision:** All people living in the Cook Islands living healthier lives and achieving their aspirations.

**Values:** Respect, People focused, Equity, Quality, Integrity and Accountability

**ORGANISATIONAL STAFFING STRUCTURE**



## KEY RESULT AREAS (KRA'S)/OUTPUTS

| KRAs for this position (maximum of 6)<br>Job Holder is accountable for:   | Key Performance Indicators (SMART)<br>Job Holder is successful when:   |
|---|--|
| <p><b>Leadership and management</b></p> <ul style="list-style-type: none"> <li>• Nurture a workforce culture to embrace the Public Service and TMO values</li> <li>• Oversee the performance management of staff, and ensure appropriate actions taken to reward or improve performance</li> <li>• Support training and professional development opportunities for staff</li> <li>• Investigate and resolve employment disputes between staff</li> <li>• Ensure divisions achieve their objectives within budgetary and time limits</li> <li>• Support process improvements that promote operational excellence</li> <li>• Provide reports to the Secretary and perform other duties as required</li> </ul> | <ul style="list-style-type: none"> <li>• Committed staff embrace Public Service and TMO values</li> <li>• Exceptional performers are rewarded and others are placed on performance improvement plans</li> <li>• Competent and motivated staff</li> <li>• Employment disputes resolved in a professional and timely manner</li> <li>• Directorate performs within budget</li> <li>• Directorate is effective and efficient</li> <li>• Quality reports are submitted in a timely manner and Directorate and TMO achieves its objectives</li> </ul> |
| <p><b>Strategic and operational excellence</b></p> <ul style="list-style-type: none"> <li>• Lead the development of strategic and business plans and support Managers to plan, execute, monitor and evaluate policies, plans and services</li> <li>• Ensure health information systems are robust and inform quality care, decision making and reporting</li> <li>• Oversee the financial, information, risk and asset management of the directorate</li> <li>• Engage with stakeholders to plan, design and deliver excellent services</li> <li>• Maintain professional integrity by delivering functions in adherence to Government policies and legislation</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Quality plans and services implemented, monitored, evaluated</li> <li>• Quality health information systems and accurate data and reports</li> <li>• Unmodified financial audit report, mitigated risks and well managed assets, systems and processes</li> <li>• Effective partnerships are maintained to strengthen capacity and capability</li> <li>• Staff adhere to policies and legislation</li> </ul>   |
| <p><b>Clinical Services</b></p> <ul style="list-style-type: none"> <li>• Ensure clinical protocols reflect best practice and efficient resource use</li> <li>• Ensure effective implementation of TMO Emergency Response and Disaster Risk Management Plans</li> <li>• Ensure clinical services and systems are responsive to patient needs</li> <li>• Oversee the regulation of medical, nursing and allied health practice and conduct</li> <li>• Implement TMO Workforce plan to ensure there is quality service delivery and minimal disruptions to service continuity</li> </ul>   | <ul style="list-style-type: none"> <li>• Clinical protocols and guidelines are implemented effectively</li> <li>• TMO Emergency and Disaster plans implemented effectively</li> <li>• Quality patient care</li> <li>• Competent health professionals performing successfully</li> <li>• TMO Clinical Workforce plan implemented effectively</li> </ul>   |
| <p><b>Clinical Support Services</b></p> <ul style="list-style-type: none"> <li>• Oversee review and implementation of clinical protocols for allied health services</li> <li>• Oversee control of essential medicines, consumables and controlled drugs lists</li> <li>• Ensure diagnostic services are responsive</li> </ul>   | <ul style="list-style-type: none"> <li>• Quality allied health practice/services: pharmacy; laboratory; radiology, physiotherapy, biomedical etc...</li> <li>• Effective inventory controls over pharmaceuticals and consumables</li> </ul>  |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Ensure rehabilitate services support patient recovery and quality of life</li> <li>• Oversee safe transfer of patients to access secondary and tertiary care between health systems - national and international</li> <li>• Oversee quality implementation of health specialists visits (HSV) in country</li> <li>• Ensure all medical equipment is well maintained and available to use</li> </ul>   | <ul style="list-style-type: none"> <li>• Effective laboratory, radiology and biomedical services</li> <li>• Effective rehabilitative services</li> <li>• Patient Referral policy is implemented effectively and efficiently</li> <li>• HSV's run efficiently and effectively</li> <li>• Biomedical services maintain fully functional medical equipment</li> </ul>  |
| <p><b>General Support Services</b></p> <ul style="list-style-type: none"> <li>• Oversee execution of TMO Infection Prevention and Control (IPC) procedures across the health system</li> <li>• Ensure the provision of quality food and nutrition that promotes healthy living and meets food safety and hygiene standards</li> <li>• Ensure excellent reception and customer services across the health system</li> <li>• Oversee maintenance services for buildings across the health system</li> <li>• Ensure medical equipment are well maintained and kept secure at all times</li> </ul>   | <ul style="list-style-type: none"> <li>• IPC procedures implemented effectively</li> <li>• Healthy food and nutrition provided</li> <li>• Excellent customer services provided</li> <li>• Well maintained buildings/facilities</li> <li>• Functional medical equipment/assets</li> </ul>  |
| <p><b>Quality Care</b></p> <ul style="list-style-type: none"> <li>• Ensure seamless patient referrals between hospital and community settings</li> <li>• Oversee rostering and management of clinicians, nurses, allied health and general support staff</li> <li>• Utilise critical thinking and research skills to translate innovative evident-based research into clinical practice</li> <li>• Investigate patient and public complaints regarding scopes of practice</li> <li>• Maintain quality assurance procedures through clinical audits and practice review</li> <li>• Oversee internal controls over medical equipment, assets, pharmaceutical, laboratory and medical supplies</li> </ul> | <ul style="list-style-type: none"> <li>• Optimal patient care across settings</li> <li>• All services and critical functions operate efficiently</li> <li>• Evidence-based research informs quality clinical practice and services</li> <li>• Complaints investigated and resolved in a professional and timely manner</li> <li>• Clinical procedures continuously reviewed to improve quality practice</li> <li>• Medical equipment, medicines, personal protective equipment (PPE), consumables and supplies well maintained and kept secure</li> </ul> |

## WORK COMPLEXITY

|  |   |
|--|---|
| <i>Indicate most challenging problem solving duties typically undertaken (3-4 examples):</i> |   |
| 1  | Ensure compliance with Health and other legislation (Public Health, Medical and Dental, Nurses, Narcotics and Misuse of Drugs etc.) and regulations (IHR, Notifiable Conditions, Pharmacy and Therapeutic Products, Mental Health etc.) |
| 2  | Ensure compliance with clinical protocols and guidelines, and infection prevention control (IPC) protocols across health system   |
| 3  | Research evidence-based solutions to address health issues and strengthen health systems, clinical practice and service delivery  |
| 4  | Oversee the recruitment and management of clinicians, nursing, allied health and general support staff across the health system   |
| 5  | Develop innovative ways to implement quality clinical services with limited resources   |
| 6  | Show empathy for patients/families dealing with difficult or traumatic health event   |

## AUTHORITY

Authority levels expressed in terms of routine expenditure, granting loans, and recruiting and dismissing staff. (*Explain the authority if any*)

|                    |  |
|--------------------|--|
| <b>Financial</b>   | Delegated authority to commit appropriated expenditure for the Directorate of up to \$5,000 per instance and authorise all expenditure from the directorate budget |
| <b>Staff</b>       | Review and recommend recruitment, remuneration, training and termination of staff to the Secretary of Health   |
| <b>Contractual</b> | Nil  |

## FUNCTIONAL RELATIONSHIPS

The requirement for human relations skills in dealing with other personnel and external contacts. (*List the external and internal types of functional relationships*)

| Internal   | Nature of Contact  | External  | Nature of Contact  |
|--|--|---|--|
| TMO Executive and Managers   | Strategic advice, planning, budget, workforce development, reporting ( <i>Resolving-Medium</i> )   | General public<br>Government agencies                       | Service delivery<br>Reporting, Policy implementation, ( <i>Promote/represent</i> )   |
| Clinical Doctors/Nurses/ Allied Health/ General Support                    | Services, performance, training, remuneration, employment relations ( <i>Resolving-Medium</i> )<br>Protocols/Services ( <i>Persuading-Medium</i> ) | Health Professional Councils<br>Tertiary training providers | Registration, review and investigation ( <i>Interact/Serve</i> )<br>Staff training and development ( <i>Promote/represent</i> )                  |
| Primary Care/Oral Health/Public Health staff<br>Planning and Funding staff | Policy, planning, payroll, training and disputes, budget, inventory/asset/financial management, reporting ( <i>Resolving-Medium</i> )              | Suppliers<br>Regional, international health organisations   | Procurement of assets and supplies ( <i>Promote/represent</i> )<br>Planning, policy reporting, technical assistance ( <i>Promote/represent</i> ) |

## QUALIFICATIONS (OR EQUIVALENT LEVEL OF LEARNING)

Level of education required to perform the functions of the position. This combines formal and informal levels of training and education.

| Essential: (least qualification to be competent)  | Desirable: (other qualifications for job)  |
|---|--|
| <ul style="list-style-type: none"> <li>Bachelor in Medicine and Surgery (MBBS, MBChB)</li> <li>Master's in Clinical Specialist area</li> <li>Current Annual Practicing License</li> <li>Current Resuscitation and Emergency Care (CORE Advanced Certificate)</li> </ul> | <ul style="list-style-type: none"> <li>Post graduate qualification in Clinical Specialist area</li> <li>Doctorate in Clinical Specialist area</li> </ul> |

## EXPERIENCE

The length of practical experience and nature of specialist, operational, business support or managerial familiarity required. This experience is in addition to formal education.

| Essential: (least number of years to be competent)   | Desirable: (target number of years you are looking for)   |
|--|---|
| <ul style="list-style-type: none"> <li>Minimum of 20 years in senior clinical leadership role in clinical specialist area</li> </ul> | <ul style="list-style-type: none"> <li>Over 20 years in senior clinical leadership role in clinical specialist</li> </ul> |

## KEY SKILLS /ATTRIBUTES/JOB SPECIFIC COMPETENCIES

| Level of ability required for the job |  |
|---------------------------------------|--|
| Expert                                | <ul style="list-style-type: none"> <li>• Strategic health policies and legislation</li> <li>• Ability to design, implement, monitor and evaluate evidence-based strategic and operational plans</li> <li>• Ability to lead, manage, train, mentor, coach and counsel staff to perform</li> <li>• Ability to influence and negotiate with others to provide resources for health services</li> <li>• Engage and build trust with people, communities and key stakeholders</li> </ul>  |
| Advanced                              | <ul style="list-style-type: none"> <li>• Ability to administer health and government legislation e.g. Health Act, Public Health Act, MFEM Act, PS Act, PERCA Act and Official Information Act</li> <li>• Excellent written and spoken Cook Islands Maori and English</li> <li>• Excellent people, interpersonal and communication (written/verbal) skills</li> <li>• Excellent risk communication skills and ability to speak confidently in public</li> <li>• Ability to develop operational policies, protocols and guidelines</li> <li>• Analyse situations, apply critical thinking and implement solutions in the provision of health services</li> <li>• Ability to manage complex health issues with limited resources</li> <li>• Ability to troubleshoot difficulties encountered in patient treatments and implement appropriate solutions</li> <li>• Ability to counsel health system users experiencing emotionally trying health care situations/trauma</li> <li>• Ability to mediate problems between staff to achieve agreeable outcomes</li> <li>• Ability to complete written/verbal reports to a high degree of accuracy</li> <li>• Ability to contribute to the body of knowledge in health specialist fields</li> <li>• Excellent use of computers, software (Microsoft Office) and health information systems</li> </ul> |
| Working                               | <ul style="list-style-type: none"> <li>• Ability to articulate TMO's vision and values through service delivery</li> <li>• Keep up to date with evidence and trends in healthcare service delivery</li> <li>• Health system operations and services in hospital and community settings</li> <li>• Excellent workforce, financial, information and risk management</li> <li>• Ability to lift and move patients, including very heavy people, without causing pain, injury or distress to the patient or self</li> <li>• Ability to manage and account for any patient charges or budget allocations that apply</li> </ul>  |
| Awareness                             | <ul style="list-style-type: none"> <li>• Political issues associated with health care in the country</li> <li>• National strategic plans and policies and relation to health</li> <li>• Regional and global health, social and economic developments</li> <li>• Role of media and risks of misinformation misleading the public</li> </ul>   |

## CHANGE TO JOB DESCRIPTION

Changes to the Job description may be made from time to time in response to the changing nature of the Agency work environment - including technological or statutory changes.

**Approved:**

\_\_\_\_\_

Secretary of Health

\_\_\_\_\_

Date

\_\_\_\_\_

Employee

\_\_\_\_\_

Date