

Signed / Agreed:

(please also initial each page)



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Type . Number / Version	Title			
2.08/4	Service Manager (Integrated Practice Team)			
Service Area:	Date first drafted / approved:	Last approved by:(name and signature)	Last approval / review date:	Next Review Date:
Organisation	01012014	Rob Warriner	21122018	21122021

Ma mua ka kite a muri. Ma muri ka ora a mua

*Those who lead give sight to those who follow. Those who follow give life to those ahead*

# Job Description and Person Specification

## Purpose

As a member of the Senior Leadership Team, the role of the Service Manager is to plan, manage and oversee the day to day provision of a range of recovery focused support services. It is an expectation that these services consistently represent the leading edge in evidence-based, recovery-focused community-based support services, while meeting contractual expectations and obligations.

## Our Values:

In order to deliver services that are strengths based and recovery focused, WALSH Trust adopted values that shape organisational culture, service development, delivery and evaluation. These are:

- Courtesy
- Respect
- Integrity
- Kindness

The above are a direct outcome of the WALSH Trust organisational philosophy.

## An Outcome Focus:

WALSH Trust expects that each staff member will be accountable for their actions, transparent in their process, and to demonstrate that they are delivering good value for money. To achieve this we will apply a results based accountability model of evaluation, considering:

1. How much did we do?
2. How well did we do it?
3. What impact did we achieve?

## Team Work

Service provision and activities at WALSH Trust are grounded in a team-based approach, that prioritises the elements illustrated on the right.

This approach recognises that a collective resource by far exceeds the sum of individual contributions.

Most, other than the uniquely exceptional (or commonly conceited), will be able to recognise their relative strengths, while acknowledging similarly relative learning edges.

Courageous and honest self reflection and insight is essential to enable a successful team player. Regularly seeking feedback from fellow team members is an opportunity to share and tap into rich expertise, experience and unique perspectives. Again this requires courage.

In order to make teamwork work WALSH Trust expects there to be a lack of ego, or personal ambition dominating approaches to work, and a healthy willingness to subjugate individual needs to a common good.



# Service Manager

**Responsible to:** Chief Executive – WALSH Trust

**Functional relationships  
with:**

- WALSH Trust Senior Leadership Team
- Staff of WALSH Trust support services
- People who use WALSH Trust services
- Staff of clinical services, community agencies, facilities and services
- Contract managers / funders

**Responsible for:** The management, leadership, on-going development and day to day provision of exceptional community based support services. The provision of these services, by an integrated team of practitioners, will be designed to meet the needs of people who experience serious and persistent mental ill-health and / or who are disadvantaged in meeting their goals and aspirations through their having unmet, complex support needs.

WALSH Trust Vision:

*Healthy lives shaping healthy communities*

# Key Achievement Areas and Responsibilities

## day to day management and delivery of services

- To manage and lead a team of integrated, community-based support practitioners / services (Integrated Practice Team) in co-designing and implementing plans and actions that respond to people's diverse recovery needs, goals and aspirations
- To assume and contribute to the sharing of responsibilities across the Senior Leadership Team to ensure service contracts / obligations are met (including reporting, relationship development / maintenance...)
- To assume and contribute to the sharing of responsibilities across the Senior Leadership Team to ensure that intentional quality, practice and service development takes place.
- All support staff are allocated appropriate responsibilities / workloads – their performance evaluated against these
- To contribute to the provision of after-hours / on-call services, (for approximately 8 weeks per year).
- To report monthly (in writing) against the above

# Key Achievement Areas and Responsibilities

## development of a highly skilled, motivated and effective workforce

- To ensure the development, recruitment and retention of services, staff / team members
- To ensure that all staff progress against professional development plans (including their use of supervision / personal coaching), and actively engage with the Essential Skills Framework
- To assist with / contribute to the planning and/or delivery of training, supervision and other professional and service development initiatives that are congruent with organisational priorities and strategic priorities.
- To facilitate and promote a positive, interactive, energetic and collaborative team environment that focuses upon the best means of responding to a client's support needs by marshalling the array of resources available to support services.

# Key Achievement Areas and Responsibilities

## health and safety

- To support WALSH Trust expectations and obligations in the development and application of processes and operating procedures that enable WALSH Trust to comply with Health and Safety obligations, and provide a safe work environment to staff, clients, contractors and visitors.
- As a member of the Senior Leadership Team, share responsibility in providing the most effective leadership to fora such as Key Event Review, Medication Review, On-Call Review, Smoking Cessation programmes... and other fora that become relevant to the provision of effective services
- Ensure committed and robust representation by Teams in forums such as the Health and Safety Committee; Quality Forum, staff participation, and the development / implementation of audit / corrective action plans.
- To report monthly against the above

# Key Achievement Areas and Responsibilities

## a team based leadership role

- To consult, liaise, meet regularly with the CEO, Service Managers, Senior Leadership Team.
- To actively and intentionally contribute to service effectiveness, and service and client outcomes achieved by the Senior Leadership Team, across service contracts.
- To request / negotiate what you expect of your fellow Senior Leadership Team members to enable you to carry out your role exceptionally well.
- To seek and understand / negotiate what your fellow Senior Leadership Team members expect of you, in order to carry out their role exceptionally well.
- Actively and intentionally contribute to / lead Senior Leadership Team shared responsibilities such as monitoring and reporting against contracts, liaison and relationships with contract managers / funders...
- To promote the aims, objectives and philosophy of WALSH Trust



# Key Achievement Areas and Responsibilities

generic leadership activities that contribute to the development and overall well-being of WALSH Trust, and the provision of exceptional services

- To be flexible and responsive to a dynamic workplace, and changing organisational / sector demands and priorities
- To contribute to and support the optimal functioning of WALSH Trust services. In particular, a culture where evaluation of effectiveness and decision-making is based upon the review and analysis of collated data.
- To develop and maintain effective, exceptional strategically focussed relationships with key relevant networks and personnel that will add value to this role and/or the overall effectiveness of WALSH Trust.
- To consistently model courtesy, respect, integrity, and kindness – and retain a generous sense of humour!
- To assume the role of mentor / motivator and role model within services for which you are responsible

WALSH Trust Vision:

*Healthy lives shaping healthy communities*

# Key Achievement Areas and Responsibilities

Carry out duties in a manner that is informed by current / relevant national strategies, plans and standards, WALSH Trust policies, procedures and values

- To remain familiar with current / relevant national strategies, plans and standards, WALSH Trust strategic / business plans, policies, procedures and values - and lead their consistent application at WALSH Trust,

The incumbent will have or develop competencies that align with the shaded areas in the following competency profile for the role.

### Educational Qualifications

1	2	3	4	5	6	7	8	9	10
Nil	SC	UE		NZC		Diploma	Bachelors Degree	Post -Grad	

### Functional Experience – Service Provision / Quality Initiatives

1	2	3	4	5	6	7	8	9	10
				desirable					essential

### Staff Management Experience

1	2	3	4	5	6	7	8	9	10+
				desirable					essential

### Relationship Management Experience

1	2	3	4	5	6	7	8	9	10
				desirable					essential

### Sector Experience

1	2	3	4	5	6	7	8	9	10
				desirable					essential

The incumbent will have or develop competencies that align with the shaded areas in the following competency profile for the role.

### Lived Experience Of Mental Ill-Health

1	2	3	4	5	6	7	8	9	10
none		personal awareness / understanding		Family / whanau experience					Recovered and disclosing

### Personal Attributes

	may be developed	desirable	essential
Highly motivated			
Ability to be flexible and respond to unexpected priorities			
Commitment to work with diverse communities			
Ability to work and deliver outcomes with minimum supervision			
Experience of health / social service sectors			

### Skills

	may be developed	desirable	essential
Ability to build effective sustainable and productive relationships			
Excellent written and verbal communication skills			
Excellent organisational skills – ability to plan and prioritise work to meet agreed deadlines			
Methodical approach to tasks and completion			
Computer literate, including a good working knowledge of Microsoft Office (Word, Excel and Outlook)			

# Service Manager Leadership Outcomes

Outcome 1.1: Informed by the Strategic Plan, an annual quality plan punctuated with clear KPIs, is developed collaboratively by Service Managers, constructed into a work programme, and implemented. 90% of objectives are achieved.

Outcome 1.2: Service Leaders and/or team members share responsibility to actively participate in, and contribute to fora such as Health and Safety Committee; Quality Forum, Key Event Review, audit preparation and the development / implementation of audit / corrective action plans.

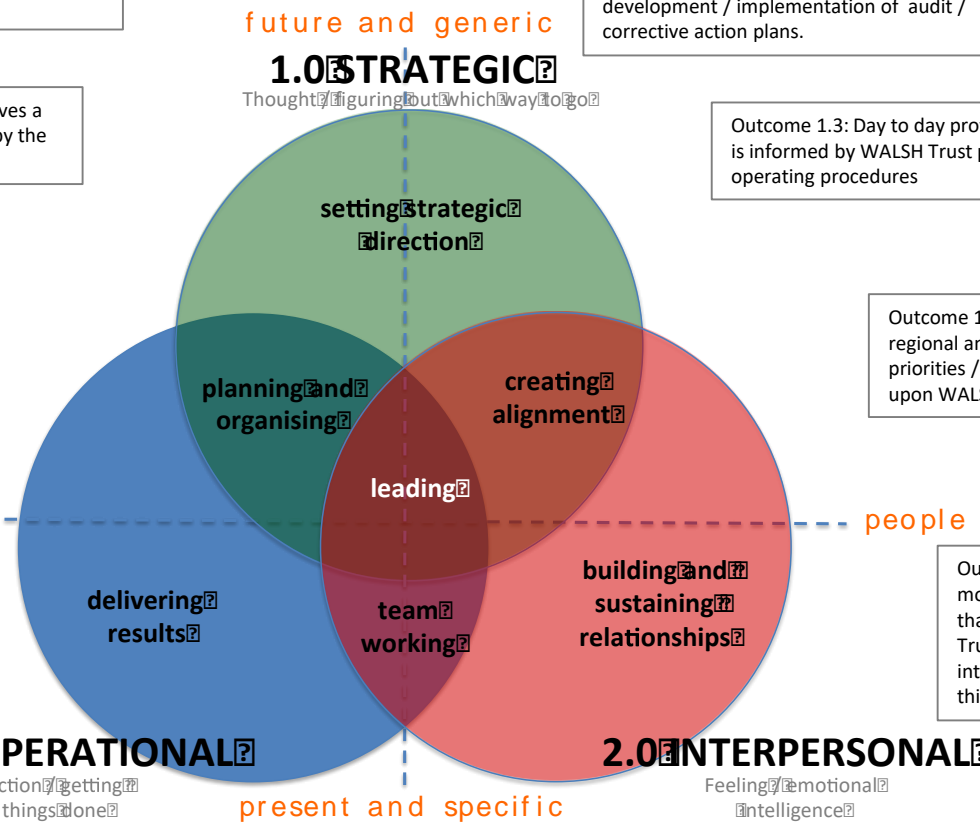
Outcome 3.6: The Chief executive receives a monthly written accountability report by the 10<sup>th</sup> day of the following month

Outcome 1.3: Day to day provision of services is informed by WALSH Trust policies and operating procedures

Outcome 3.5: 75% of staff FTE hours are committed to activities with clients

Outcome 1.4: Remains informed about local, regional and national initiatives / challenges / priorities / opportunities that may impact upon WALSH Trust service provision.

Outcome 3.4: All staff have professional development plans; these are developed and completed annually.



Outcome 3.3: Poor and/or unacceptable performance is responded to promptly, constructively, professionally, fairly – guided by current legislative directions and / or obligations.

Outcome 2.1: Supports, contributes to and models a team focused ethos and practices that are consistent a commitment to WALSH Trust values. All professional relationships - internal and external – can reflect evidence of this commitment successfully applied.

Outcome 3.2: All clients are provided services based upon a co-designed support plan; 80% of clients have a current support plan.

Outcome 2.4: Minutes of regular Service Team meetings and Practice / Quality Development Groups are distributed to participants and Senior Leadership Team.

Outcome 2.2: All staff take their full leave allocation within a 12 month period – unless a specific exception is applied for and approved.

Outcome 3.1: All staff complete the requirements of their job descriptions, and role expectations - completely and to a high standard of quality.

Outcome 2.3: Service Managers actively and intentionally contribute to the sharing of responsibilities across the Senior Leadership Team to ensure that intentionally exceptional quality, practice, service provision, reporting, and evaluation takes place.