

## Role Description

Position:	<b>Orthopaedic Surgeon</b>
Service / Directorate:	<b>Orthopaedics Surgery, Women and Children's Directorate</b>
Responsible to:	<b>Clinical Leader – Orthopaedics Operations Manager - Surgery Surgery, Women and Children's Directorate</b>

### **Our Mission:**

*Together, Improve the Health and Independence of the People of the District*

### **Our Vision**

*Better Health and Independence for People, Families, and Communities*

### **Our Values:**

- *Innovation*
- *Action*
- *A focus on People and Patients*
- *Living the Treaty*
- *Professionalism through Leadership, Honesty, Integrity and Collaboration*
- *Excellence through Effectiveness and Efficiency*

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## **Context**

### **Organisational perspective**

The Capital and Coast District Health Board (C&CD HB) covers a region extending from Wellington to Otaki. It comprises key delivery arms in primary, secondary and tertiary health. Hospital and Health Services (HHS) is primarily responsible for the hospital and health services delivered via a new Wellington Regional Hospital (opened in March 2009); a secondary and community facility at Kenepuru; a Forensic, Rehabilitation and Intellectual Disability Hospital at Ratonga Rua-o-Porirua; and Kapiti Community Hospital. The total operating budget for the provider arm is approximately \$643M.

There is an ongoing change programme begun in 2008 to resolve HHS performance with a target of achieving performance in the top five District Health Boards and a break even operating result.

We are focused on improving the health of our local people, families and communities – and reducing inequalities within our population. To support this we will ensure:

- integrated delivery of services backed by sound infrastructure
- financial and clinical viability of services, facilities and support
- a “culture” that supports health improvement and addresses disability needs locally and across our region
- the development of clinical leadership
- regional collaboration

Priorities in the current year for HHS are:

- Workforce – being an employer of choice, and developing research and education within the organisation
- Primary, secondary and regional and national collaboration
- Focus on infrastructure to support clinical work
- Clinical Governance
- Continuing devolution of authority

### **Directorate perspective:**

Surgery Women and Children’s Directorate comprises five business groups – Child Health Service, Women Health Services, 2 Surgical Service groups and another group covering Anaesthesia, ICU, Theatre and the 24 Hour Operations Service. It has approximately 2000 employees including 45 managers.

The key areas of focus for the Surgery, Women and Children's Directorate are to:

- Increase efficiency and effectiveness of CCDHB’s Orthopaedic Service
- Increase operating theatre efficiency and deliver the highest level of service
- Maximise utilisation of Kenepuru Operating Theatre
- Increase leadership capability within our nursing staff

- Lead the establishment of sustainable nursing models within the in-patient wards and the redevelopment of the paediatric facilities
- Lead and develop new ways of working across the directorate between primary, community and secondary health care settings.
- Ensure clinical efficiencies and the effectiveness of clinical supply use across the directorate
- Lead expanded collaboration with Hutt Valley and Wairarapa DHBs to establish wider regional clinical services
- Ensure in the expenditure areas of Nursing Labour and Management/Administration Labour that the directorate is within benchmark of our peer DHBs.
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### **Service perspective**

The Orthopaedic service provides for the management of major injuries and fractures at Wellington Hospital and treatment of injuries, congenital, infective, degenerative and malignant disorders of the musculoskeletal system at Wellington and Kenepuru Hospitals.

A regional tertiary service is provided for patients with complex major trauma, revision joint replacement, spinal disorders, scoliosis, paediatric and hand surgery.

Services are provided on an outpatient, day case and inpatient basis. Very small numbers are treated in the community.

Orthopaedic patients for secondary care come mainly from the Wellington region, Kapiti Coast and the southern-end of Wairarapa for services purchased by the DHB and ACC.

### **Role perspective**

- To provide both acute and elective clinical care and supervision to patients requiring orthopaedic and fracture treatments in an inpatient and outpatient setting inclusive of operating theatre.
- To actively participate in relevant service and clinical meetings related to the orthopaedic service.
- To assist with the supervision and training of Resident Medical Officers rostered to the Orthopaedic service.
- To actively participate in quality improvement activities, clinical audit activities and continuing medical education.
- To contribute to service and organisational initiatives in clinical practice.
- To provide advice to the Clinical Leader, Service Leader and Operations Manager on Orthopaedic management matters and professional standards of practice, including matters relevant to output and contracts.

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## Purpose of the role

To provide orthopaedic services that will facilitate the provision of appropriate high quality orthopaedic services to the patients who come under his/her care.

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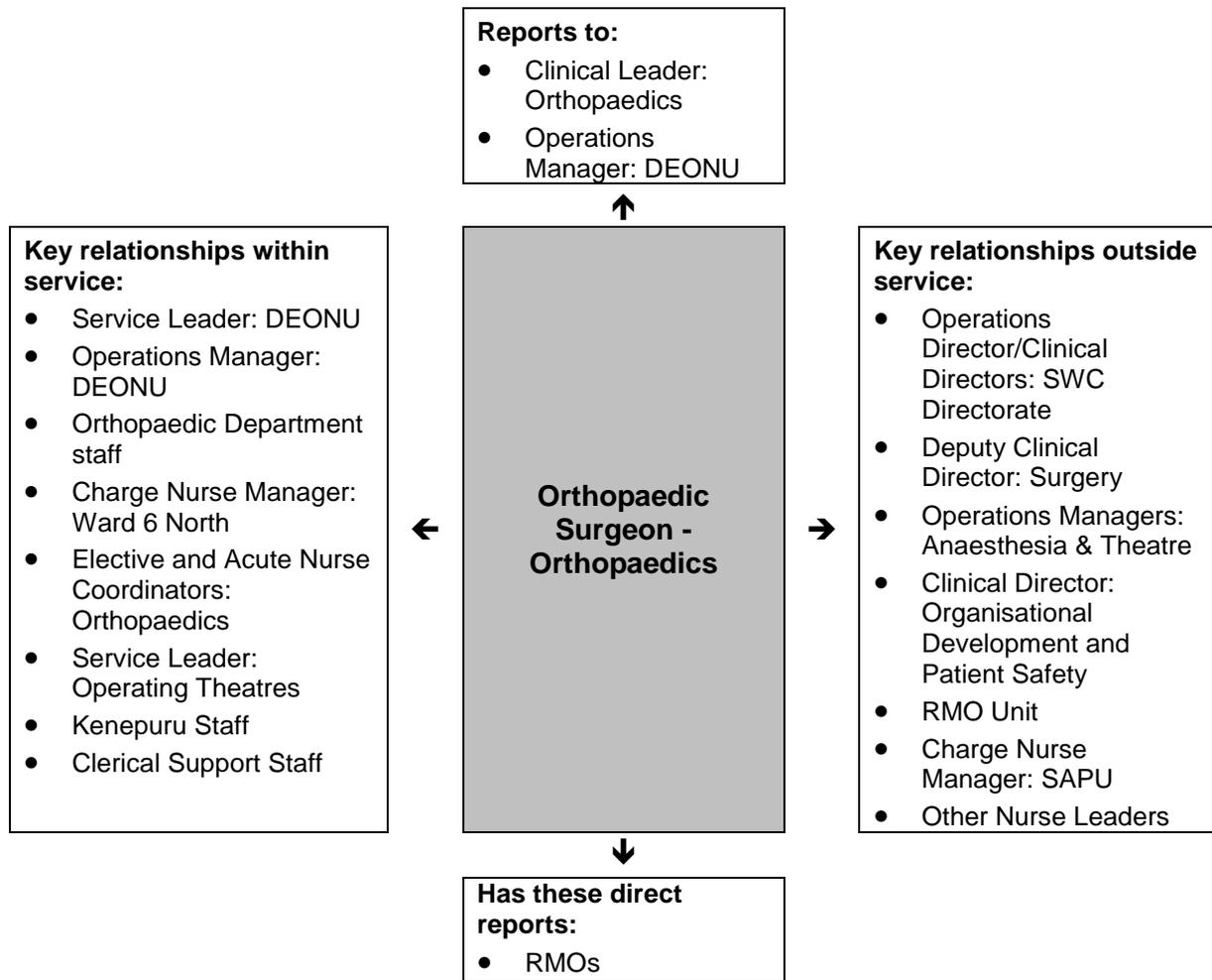
## Key Accountabilities

<b>Key Accountability</b>	<b>Key Performance Indicators / Measures</b>
Delivery of clinical care to patients requiring orthopaedic services.	<ul style="list-style-type: none"><li>• Takes professional care of and undertakes delegated clinical responsibilities for patients admitted under his/her care.</li><li>• Provides leadership at Kenepuru Hospital, including maximising utilisation of operating theatres and ensuring that ward rounds are completed by an orthopaedic SMO.</li><li>• Conducts outpatient clinics and ward rounds, and other duties, using the allocated time efficiently and effectively towards achieving the goals of the annual Business Plan.</li><li>• Oversees Registrar's activity to ensure patient care is delivered in accordance with standards and policy</li><li>• Manages workload to ensure clinical time is reallocated where cancellations of one aspect of clinical care occur e.g. theatre cancellations</li><li>• Sees and advises promptly on patients referred for a specialist opinion.</li><li>• Supervises acute theatre sessions.</li></ul>
Provision of acute specialist care for Orthopaedics.	<ul style="list-style-type: none"><li>• Acute patients are managed acutely.</li><li>• Participates in the roster providing 24 hour cover for the orthopaedic service. When "on-call", is available to respond within 5 minutes to requests for telephone advice, and to attend to patients requiring care within 15-20 minutes.</li><li>• Leave arrangements are managed in conjunction with Clinical Leader and Service Leader.</li><li>• Takes professional care of, and assumes clinical responsibility for, patients admitted or transferred under his/her care.</li></ul>
Patient information and informed consent.	<ul style="list-style-type: none"><li>• Gives patients and their families a full explanation of all procedures and treatments.</li><li>• Obtains informed consent for all patients in accordance with the Organisation's policy for undertaking any operation, test or procedure.</li></ul>
Staff and patient relations.	<ul style="list-style-type: none"><li>• Acts in a manner consistent with a senior member of staff.</li><li>• Maintains effective interpersonal relationships with multidisciplinary staff, patients and relatives/Whanau.</li><li>• Handles problems and complaints sensitively.</li></ul>
Knowledge and practice	<ul style="list-style-type: none"><li>• Demonstrates evidence of continuing self-</li></ul>

<p>updated and maintained.</p>	<p>education through, for example, attendance at relevant courses/ seminars/conferences; reading relevant literature.</p> <ul style="list-style-type: none"> <li>• Utilises appropriately annual entitlement of Continuing Medical Education Leave.</li> <li>• Attends and actively participates in local post-graduate medical education activities.</li> <li>• Participates in service credentialing and recommendations.</li> </ul>
<p>Education and Teaching of Junior medical staff and other professional groups</p>	<ul style="list-style-type: none"> <li>• Provides clinical supervision and teaching for House Surgeons and Surgical Registrars.</li> <li>• Ensures the orientation, guidance, performance management and objective setting process and feedback to junior surgical staff is consistent with good employer relations and Council standards.</li> <li>• Provides teaching or educational presentations for nurses, resource nurse and other health professionals or groups with a general surgical interest as appropriate.</li> </ul>
<p>Maintenance of adequate records and reports to referring doctors.</p>	<ul style="list-style-type: none"> <li>• Comprehensive, accurate and up-to-date medical records are maintained for all patients under the Medical Officer care.</li> <li>• Medical reports and discharge letters on inpatients as well as outpatient letters on patients seen by the Medical Officer are completed and dispatched within organisational timeframes.</li> </ul>
<p>Participates in quality assurance programmes.</p>	<ul style="list-style-type: none"> <li>• Attends and participates in regular departmental audit/peer review activities, including morbidity/mortality reports.</li> <li>• Attends and participates in Quality Assurance activities.</li> <li>• Quality of written records meets specified standards.</li> <li>• Patient satisfaction is positive.</li> <li>• Peer review is favourable.</li> <li>• Meets with colleagues to discuss and record performance issues and professional/personal development, at least annually.</li> </ul>
<p>Actively contribute to Continuous Quality Improvement activities within the service</p>	<ul style="list-style-type: none"> <li>• Identifies improvement opportunities and notifies the Clinical Leader / Service Leader of these.</li> <li>• Participates in the service's quality and risk improvement and minimisation activities.</li> <li>• Provides good patient/client service and is responsive to patient/client requests or complaints.</li> <li>• Complies with standards and works to improve patient/client satisfaction. Identifies risks and notifies the Clinical Leader / Service Leader of</li> </ul>

	<p>these.</p> <ul style="list-style-type: none"> <li>• Complies with C&amp;C DHB Reportable Events policy and other policies and procedures.</li> <li>• Participates in audits.</li> </ul>
<p>Management and Administration of the Orthopaedic service</p>	<ul style="list-style-type: none"> <li>• Attends regular meetings of the Service to collaborate with his/her colleagues and, as requested, with the Operations Manager, Surgical Services, and participates in management decision making for this service.</li> <li>• Utilises staff, technological, pharmaceutical and other publicly funded resources prudently and efficiently for cost effective patient care.</li> <li>• Participates in monitoring resource allocation and decision making within the service.</li> <li>• Provides reports and information as required by the Clinical Leader: Orthopaedics and Service Leader: Orthopaedics on behalf of the Operations Manager: Surgical Services.</li> <li>• Participates in the development and updating of clinical management guidelines, including integrated clinical pathways.</li> </ul>
<p><b>Health and Safety</b> Complies with responsibilities under the Health &amp; Safety in Employment Act 1992</p>	<ul style="list-style-type: none"> <li>• Is aware own medical and dental status including TB, HIV, Hepatitis etc. Ensures actively takes care of own health.</li> <li>• Has read and understood health and safety policy and procedures.</li> <li>• Actively supports and complies with health and safety policy and procedures.</li> <li>• Uses protective clothing and equipment.</li> <li>• Actively participates in the hazard management and identification process.</li> <li>• Proactively reports and remedies any unsafe work condition, accident or injury.</li> </ul>

## Key Relationships & Authorities



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## Capability Profile

### Competencies

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
<b>Strategic Agility</b>	<ul style="list-style-type: none"><li>• Sees ahead clearly</li><li>• Can anticipate future consequences and trends accurately</li><li>• Has broad knowledge and perspective</li><li>• Is future oriented</li><li>• Can articulately paint credible pictures and visions of possibilities and likelihoods</li><li>• Can create competitive and breakthrough strategies and plans</li></ul>
<b>Total Work Systems</b>	<ul style="list-style-type: none"><li>• Is dedicated to providing organisation or enterprise-wide common systems for designing and measuring work processes</li><li>• Seeks to reduce variances in organisation processes</li><li>• Delivers the highest quality products and services which meet the needs and requirements of internal and external customers</li><li>• Is committed to continuous improvement through empowerment and management by data</li><li>• Leverages technology to positively impact quality</li><li>• Is willing to re-engineer processes from scratch</li><li>• Is open to suggestions and experimentation</li><li>• Creates a learning environment leading to the most efficient and effective work processes</li></ul>
<b>Motivating Others</b>	<ul style="list-style-type: none"><li>• Creates a climate in which people want to do their best</li><li>• Can motivate many kinds of direct reports and team or project members</li><li>• Can assess each person's key drivers/values and use these to get the best out of him/her</li><li>• Pushes tasks and decisions down</li><li>• Empowers others</li><li>• Invites input from each person and shares ownership and visibility</li><li>• Makes each individual feel his/her work is important</li><li>• Is someone people like working for</li></ul>
<b>Managing Vision and Purpose</b>	<ul style="list-style-type: none"><li>• Communicates a compelling and inspired vision or sense of core purpose</li><li>• Talks beyond today</li><li>• Talks about possibilities</li><li>• Is optimistic</li><li>• Creates mileposts and symbols to rally support behind vision</li><li>• Makes the vision sharable by everyone</li><li>• Can inspire and motivate entire units or organisations</li></ul>
<b>Interpersonal Savvy</b>	<ul style="list-style-type: none"><li>• Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation</li><li>• Builds appropriate rapport</li><li>• Builds constructive and effective relationships</li><li>• Uses diplomacy and tact</li><li>• Can diffuse even high-tension situations comfortably</li></ul>

Competency	Behaviours
<b>Integrity and Trust</b>	<ul style="list-style-type: none"> <li>• Is widely trusted</li> <li>• Is seen as a direct, truthful individual</li> <li>• Can present the unvarnished truth in an appropriate and helpful manner</li> <li>• Keeps confidences</li> <li>• Admits mistakes</li> <li>• Doesn't misrepresent her/himself for personal gain</li> </ul>
<b>Building Effective Teams</b>	<ul style="list-style-type: none"> <li>• Blends people into teams when needed</li> <li>• Creates strong morale and spirit in her/his team</li> <li>• Shares wins and successes</li> <li>• Fosters open dialogue</li> <li>• Lets people finish and be responsible for their work</li> <li>• Defines success in terms of the whole team</li> <li>• Creates a feeling of belonging in the team</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Practises active and attentive listening.</li> <li>• Explains information and gives instructions in clear and simple terms.</li> <li>• Willingly answers questions and concerns raised by others.</li> <li>• Responds in a non-defensive way when asked about errors or oversights, or when own position is challenged.</li> <li>• Is confident and appropriately assertive in dealing with others.</li> <li>• Deals effectively with conflict.</li> </ul>

### Other aspects of capability not covered by the above competencies

**a. Knowledge and Experience:**

- A commitment to ongoing professional and personal learning, involvement in professional development and motivation to achieve high quality results.
- Ability to participate in the training and development of registrars and other clinical staff.

**b. Essential Professional Qualifications / Accreditations / Registrations:**

- Qualification from the appropriate Medical or Dental body, evidence of registration with relevant Medical or Dental Council and appropriate professional body affiliations.
- New Zealand Registration and eligibility for registration with the Medical Council of New Zealand as an Orthopaedic Surgeon with experience in resulting in the knowledge and skills to perform as an Orthopaedic surgeon.

**c. Someone well-suited to the role will place a high value on the following:**

- Communication at all levels
- Honesty and integrity
- Professional standards
- Proven ability to contribute and participate co-operatively in a multi-disciplinary team environment
- To maintain harmonious professional relationships working in collaboration with team colleagues and involved in the unit's ongoing management of the patient.

- Team work (multidisciplinary)

Capital and Coast District Health Board (C&C DHB) is committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

C&C DHB is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Maori cultural practices.

The role description will be reviewed regularly in order for it to continue to reflect the changing needs of the organisation. Any changes will be discussed with the position holder before being made. Annual objectives and performance measures will be set each year during the annual performance planning and development meeting.