



**Capital & Coast**  
**District Health Board**  
ŪPOKO KI TE URU HAUORA

## Role Description

<b>Position:</b>	<b>Team Leader</b>
<b>Service / Directorate:</b>	<b>Sterile Services Surgery, Women and Children's</b>
<b>Responsible to:</b>	<b>Operations Manager – Anaesthesia, Theatres, Intensive Care &amp; Perioperative Services</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 \$570M.

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**

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

- To implement a productive operating theatre model that captures efficiencies and delivers highest levels of service.
- The establishment of sustainable nursing models within the in-patient wards and the redevelopment of the paediatric facilities.
- Prove clinical efficiencies and the effectiveness of clinical supply use across the whole Directorate
- To lead expanded collaboration with Hutt Valley and Wairarapa DHBs to establish wider regional clinical services.

- To ensure in the expenditure areas of Nursing Labour, Medical Labour and Management/Administration Labour that we are within benchmark of our peer DHBs.

### **Service / Department Perspective**

Sterile Services are provided at Wellington and Kenepuru. Both units provide a sterilisation service for equipment and surgical instruments. They work to ASNZS4187 Standards, and staff are trained to meet these standards.

Wellington site has a Sterile Services department that services the whole of Wellington Hospital. Approximately 75% of the work undertaken is for Operating Theatre and the remainder for wards and departments within C&CDHB. Some work is carried out for external agencies, and Wellington also provides low temperature Hydrogen Peroxide Gas Plasma sterilisation.

Kenepuru site works in collaboration with Wellington and provides 80% of its sterile services to Kenepuru's two operating theatres and advanced procedures room. Other services are provided to the Kapiti Coast maternity and community services as well as internally to wards and departments.

### **Role Perspective**

The incumbent of this role must determine the standards of Sterilisation across all departments of the two hospital sites as well as work alongside Infection Control to monitor compliance and adherence to agreed standards. Where any variances to standard are identified the incumbent must recommend and facilitate an early return to standard.

The incumbent will be expected to manage an efficient and effective high quality Sterile Services for Wellington and Kenepuru Hospitals in accordance with strict KPIs, measurements and standards that are in line with contemporary practices and customer specifications whilst ensuring the achievement of efficient use of all resources and elimination of waste, risk and unnecessary costs.

In addition the incumbent will provide for the development of staff to deliver specialty services as well as acute/out of hours services to agreed quality standards.

## Purpose of the role

To manage an efficient and effective high quality Sterile Services for Wellington and Kenepuru Hospitals in accordance with strict standards and in line with contemporary practices and customer specifications.

## Key Accountabilities

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators / Measures</i>
<b>Sterile Processing and Production</b>	<ul style="list-style-type: none"> <li>Leading a team of Sterilising Assistants and Technicians, you will take responsibility for the effective and efficient provision of decontamination and sterile supply services for our Operating Theatres and customers</li> </ul> <p>Additionally, you will assist in the development and implementation of policies and procedures designed in accordance with NZ Sterilising standards and relevant ISO requirements.</p> <ul style="list-style-type: none"> <li>Ensures processes are implemented and in place in order to meet international standards of clinical care and patient/customer service at all times.</li> <li>Ensures standards are met for decontamination and delivery of sterile medical devices across the organisation and for our outside customers</li> <li>Develops plans and coordinates processes to meet demand.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of relevant goals in service plan</li> <li>Team and individual plans are linked to service development</li> <li>Feedback on availability / visibility from all parts of the service continuum</li> <li>Evidence of strong, collaborative relationships with Charge Nurse Managers, RMOs, and multi-disciplinary teams</li> <li>Leads inter-district flow service and maintains strong, effective working relationships with other DHB's</li> <li>Evidence of ongoing service improvement</li> <li>Evidence of effective participation strategies and processes for staff to support service improvement and effective patient centred service delivery</li> <li>Quality indicators</li> <li>Patient Satisfaction / Complaint Rates</li> <li>Accreditation and Certification compliance</li> <li>Audits schedule</li> <li>Risk Register</li> <li>Line Manager informed of areas of risk and strategies implemented to eliminate / mitigate identified risks</li> <li>Patient Safety indicators, including Reportable Events response and completion of process</li> <li>Speciality standard compliance</li> <li>Health and Safety Compliance</li> <li>Staff allocation reflects need to appropriately cover service during hours of operation / as required</li> </ul>

Key Accountability	Deliverables / Outcomes	Key Performance Indicators / Measures
<b>Operational Planning and Management</b>	<ul style="list-style-type: none"> <li>• Manages all CSSD staff in a 24/7 operation to achieve the set turn-around times of all medical devices according to a high standard that meets customers' expectations and all regulatory requirements.</li> <li>• .</li> <li>• Fosters understanding within the team of their role in the provision of effective and efficient sterile services by leading by example and providing clear and timely direction or support.</li> <li>• Proactively guides and leads the professional standards within the Units.</li> <li>• Addresses, mitigates and or eliminates any areas where issues have arisen on a day to day basis which are outside the role of the Team Leader.</li> <li>• Manages Human Resources by: - <ul style="list-style-type: none"> <li>• Identifying the skill and capability needs of the Unit (s) over time.</li> <li>• Assessing individual staff members against these capability needs and provides for the appropriate training, support or development to ensure the desired mix is attained and maintained.</li> <li>• Developing, leading and supporting a functional high performing team.</li> <li>• Consistently maintaining an appropriately skilled workforce who are committed to the vision and values of C&amp;C DHB and the goals of Sterile Services.</li> <li>• Developing staff according to an annual plan which incorporates the agreed development objectives of staff and the needs of Sterile Services and C&amp;C DHB.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• An operational plan is developed and released at the commencement of each financial year.</li> <li>• There is evidence that the operational plan is updated when any change occurs.</li> <li>• Staff can articulate the operational intent of the service.</li> <li>• Can demonstrate that all the resources are used efficiently and effectively, plans to minimise waste exist and are actioned.</li> <li>• Requests from customers for action on particular issues are addressed.</li> <li>• Staff expresses confidence in the Team Leader's ability Staff express confidence in the Team Leader's ability to grasp the everyday and immediate needs of the service while understanding and being able to articulate the future direction for the facility.</li> <li>• Holds and leads regular staff meetings which have an agenda, a record of discussions, actions and accountabilities and publishes these within 48 hours of the meeting for all staff.</li> <li>• Holds at least monthly 1:1 meetings with all Theatre Team Leaders. Records of discussions and actions are maintained and accessible.</li> <li>• Accountabilities are managed and achievements reported on in each monthly report. This report is focussed on analysis, solutions and action.</li> <li>• Regular meetings are established with the Coordinator Kenepuru Perioperative services.</li> <li>• Staff expresses satisfaction that action is taken on the day and that they are informed of the outcomes.</li> <li>• Where solutions are the responsibility of parties outside Sterile Services a tracking system exists to ensure follow up and achievement of solutions.</li> <li>• The vision and values of C&amp;CDHB are utilised as the basis for team development.</li> <li>• Own behaviour is used as a model for</li> </ul>

<b>Key Accountability</b>	<b>Deliverables / Outcomes</b>	<b>Key Performance Indicators / Measures</b>
	<ul style="list-style-type: none"> <li>• Taking responsibility for mentoring and orientating new leaders within the team and for succession planning.</li> <li>• Manages finance and budgets by: -               <ul style="list-style-type: none"> <li>• Developing and managing annual budgets and providing services within the agreed budget limits, and,</li> <li>• Ensuring Sterile Services operates in a financially sound and business-like manner.</li> </ul> </li> </ul>	<p>the team to enhance positive working relationships and responsibility for actively managing any behaviour which is outside the Code of Conduct is taken.</p> <ul style="list-style-type: none"> <li>• Has a documented and up to date retention and recruitment plan in place at all times.</li> <li>• The appropriate utilisation and monitoring of staff is demonstrated.</li> <li>• Exit interviews are conducted and the findings are utilised to improve the environment for staff and provided to the Line Manager and Human Resources.</li> <li>• Recruitment processes are managed in accordance with C&amp;CDHB policy and reflect best practice at implementation.</li> <li>• Staff development plans exist and are updated annually, and all staff achieve competencies.</li> <li>• Staff performance is monitored and all staff have at least an annual performance appraisal and Performance Improvement Plans are implemented when necessary.</li> <li>• Appropriate own developmental courses are taken.</li> <li>• Budgets are prepared on time.</li> <li>• Monthly reports on budget position provide information which has been analysed and which articulates any reason for variance and the actions to be taken to achieve cost reduction in a particular area.</li> <li>• All purchasing demonstrates best use of resources and fiscally responsible approaches.</li> <li>• Inventory minimum/ maximum levels are audited monthly.</li> <li>• Revenue is monitored monthly, analysed and reported to Line Manager.</li> <li>• All staff are kept up to date on costs and budget position, revenue and income expected and on steps to be taken to rectify over expenditure.</li> <li>• Staff confirm they are informed and involved in decision-making which reflects best resource use.</li> <li>• Performance is benchmarked with neighbouring DHBs and can</li> </ul>

<b>Key Accountability</b>	<b>Deliverables / Outcomes</b>	<b>Key Performance Indicators / Measures</b>
<b>Maintenance and Management of Assets, Supplies and Capex</b>	<ul style="list-style-type: none"> <li>Builds and maintains an effective and productive team</li> </ul>	<p>demonstrate the application of local and national knowledge to providing the best of the best services.</p> <ul style="list-style-type: none"> <li>All Theatre Team Leaders and other organisation wide Departmental staff confirm they are involved appropriately in the development of the plan and the agreement of priorities.</li> <li>Capital Capex requests are written within the first three months of each financial year.</li> <li>Requests for replacement of Capital items are always actioned immediately.</li> <li>Staff expresses confidence with the processes used for the replacement of equipment/instruments.</li> <li>There is a tracking mechanism in place to monitor and manage the requisitions and business case for Capex and this is provided within the monthly report.</li> <li>There is a feedback process to staff so they are aware of the action being taken on their particular Capex items.</li> <li>There is evidence of a proactive monitoring of the Capex process to ensure immediate replacement – records exist.</li> <li>Updates Capex Plan as indicated and all staff have access to the current plan.</li> <li>A central repository of Capex cases for the purposes of ongoing review, audit and information for future Capex situations is maintained.</li> <li>An asset and maintenance plan is in place.</li> <li>Can articulate when all major equipment items are due for replacement and has included that in annual or 5 year plan.</li> <li>Evidence of participation in working groups which are related to the work of Sterile Services.</li> </ul>
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>Develops, fosters and maintains positive relationships with all services and has a particularly strong relationship with Operating Theatre services.</li> <li>Ensures that all plans interface with and support the Clinical governance and Quality Improvement focus of C&amp;C DHB,</li> </ul>	<ul style="list-style-type: none"> <li>Attends Theatre meetings at least quarterly to give an update on performance and achievements and to provide the opportunity for receiving and acting on feedback.</li> <li>Evaluate in real time the past week's events and operationalise changes to prevent recurrence. Participates in solution finding in these forums.</li> </ul>

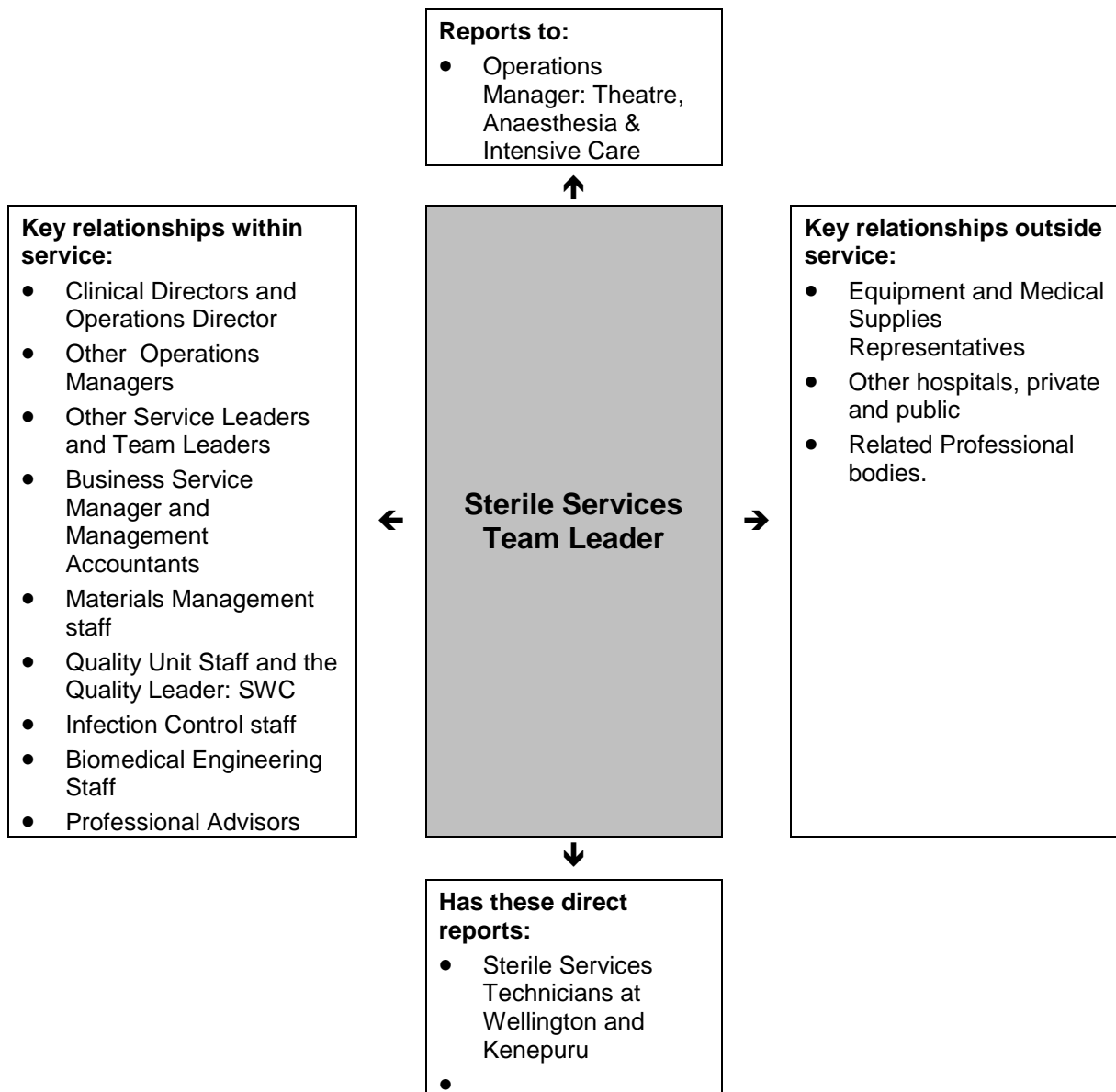
Key Accountability	Deliverables / Outcomes	Key Performance Indicators / Measures
		<ul style="list-style-type: none"> <li>• By attending a weekly meeting with Line Manager, Team Leader Perioperative services and Operations Manager, Theatre Services.</li> <li>• Meeting with other major customers such as Delivery Suite, NICU, and ICU at least two monthly to get feedback and answer questions.</li> <li>• Meets at least monthly with Infection Control team to discuss developments, issues or concerns and to receive feedback.</li> <li>• Facilitates and models collaboration within Sterile Services, theatres and the organisation.</li> </ul>
<b>Performance Measurement</b>	<ul style="list-style-type: none"> <li>• Identifies key performance indicators including measures of quality, safety, other outcomes of sterile processing practice and practice needs and expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• KPIs are developed, monitored and reported regularly through monthly reports to Line Manager.</li> <li>• Performance improvement measures for the KPIs and actions improvement are identified and reported.</li> <li>• A monthly report for the Divisional Manager which includes a detailed analysis of performance, an explanation of variances and an accurate reflection of the actions taken to correct such variances is compiled.</li> <li>• There are benchmarks in place.</li> <li>• Standard definitions for all reporting purposes are complied with.</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Articulates and drives the operational direction and goals for the service/s and ensures that these are reflected in team and individual plans.</li> <li>• Completes a monthly report for Sterile Services which is provided on time, contains the required analysis of information and which reports against confirmed definitions.</li> <li>• Communicates and advocates C&amp;C DHB's mission and priorities both internally and externally.</li> </ul>	<ul style="list-style-type: none"> <li>• Goals and direction are effectively communicated to staff.</li> <li>• Provides the information to the teams on the C&amp;C DHB strategic plans and vision.</li> <li>• Promotes and supports agreed principles for service delivery.</li> <li>• Completed monthly report provided within 10 working days of the end of each month. This report to be focused on action planning and achievement of results as well as the detailed analysis, explanation of variances, audit results and achievements.</li> <li>• Data quality is audited.</li> <li>• The report demonstrates an action and solutions focus- where issues have been identified there is evidence of solutions and follows through.</li> <li>• Data is collected in accordance with</li> </ul>



<b>Key Accountability</b>	<b>Deliverables / Outcomes</b>	<b>Key Performance Indicators / Measures</b>
		<p>consistent agreed definitions and reports provided as requested.</p> <ul style="list-style-type: none"> <li>• There is demonstrated active engagement with external and internal stakeholders.</li> <li>• Effective participation strategies and processes are in place for staff and external stakeholders.</li> <li>• An environment of information sharing with internal and external stakeholders is created.</li> </ul>
<b>Quality Improvement</b>	<ul style="list-style-type: none"> <li>• Drives continuous quality improvement activities and initiatives within the service.</li> <li>• Supports innovative practice and service development.</li> <li>• Maintains audit systems and reports results, actioning defects and ensuring compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Sterile Services Quality Plan is developed and updated at least annually.</li> <li>• Improvement opportunities are identified and communicated to all staff.</li> <li>• Improvement plans are implemented.</li> <li>• Undertakes at least annual consumer satisfaction review.</li> <li>• Feedback from clients.</li> <li>• Quality standards are met and audits are conducted.</li> </ul>
<b>Occupational Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Safety Management - proactive Health &amp; Safety systems are in place</li> <li>• Injury Management - reactive safety management systems are in place</li> </ul>	<ul style="list-style-type: none"> <li>• Hazard registers are complete and reviewed 6 monthly in consultation with staff.</li> <li>• H&amp;S objectives are set as part of the service planning cycle and reviewed annually in consultation with staff.</li> <li>• The pre employment screening process is followed.</li> <li>• A reportable event and review is completed for work accidents</li> <li>• An Initial Needs Assessment (INA) is completed within 48 hrs of staff work injury notification.</li> <li>• Weekly monitoring is carried out with staff away from work with an injury.</li> </ul>

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## Key Relationships & Authorities



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## Capability Profile

### 1. 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>Decision Quality</b>	<ul style="list-style-type: none"><li>• Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment.</li><li>• Most of his/her decisions and suggestions turn out to be correct and accurate when judged over time.</li><li>• Sought out by others for advice and solutions.</li></ul>
<b>Delegation</b>	<ul style="list-style-type: none"><li>• Clearly and comfortably delegates both routine and important tasks and decisions.</li><li>• Broadly shares both responsibility and accountability.</li><li>• Tends to trust people to perform.</li><li>• Let's direct reports and others finish their own work.</li></ul>
<b>Directing Others</b>	<ul style="list-style-type: none"><li>• Is good at establishing clear directions.</li><li>• Sets stretching objectives.</li><li>• Distributes the workload appropriately.</li><li>• Lays out work in a well-planned and organised manner.</li><li>• Maintains two-way dialogue with others on work and results.</li><li>• Brings out the best in people.</li><li>• Is a clear communicator.</li></ul>
<b>Planning</b>	<ul style="list-style-type: none"><li>• Accurately scopes out length and difficulty of tasks and projects.</li><li>• Sets objectives and goals.</li><li>• Breaks down work into the process steps.</li><li>• Develops schedules and task/people assignments.</li><li>• Anticipates and adjusts for problems and roadblocks.</li><li>• Measures performance against goals.</li><li>• Evaluates results.</li></ul>
<b>Managing Vision &amp; 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>

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

### **a) Knowledge and Experience:**

- A minimum of 5 years related sterile processing experience at a leadership/ management level or process and production industries such as medical devices, pharmaceuticals or food.
- Experience in the development of KPIs, measurement tools and monitoring performance
- Experience in the development of quality systems and processes, process improvement and management of change, related to both people and technology
- Experience in operational management in budget management and preparation and in human resource management

### **b) Essential Professional Qualifications / Accreditations / Registrations:**

- If previous related sterile processing experience a relevant sterilisation qualification is desirable, e.g. Certificate of Sterilisation technology or equivalent
- Post graduate qualification which is relevant to management of a large number of staff and/or facility and production

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

- Building effective teams,
- Communication skills, practising active and attentive listening, explaining information and giving instructions in clear and simple terms, and willingly answering questions and concerns raised by others.
- Cultural skills, valuing and celebrating diversity - showing respect for other cultures and people's different needs and ways of living.
- Management of change

Capital and Coast District Health Board (C&CDHB) 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.