



**FERTILITY**  
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TE RAUHANGA O TE WHARETANGATA

## **Position description: Clinic Manager with recruitment criteria**

**Clinic Manager**

**2017**



## Position: Clinic Manager

Name:			
Position:	Clinic Manager		
Location:	Fertility Associates Clinics (Auckland, Wellington, Christchurch, Hamilton, Dunedin)		
Reports to:	General Manager Operations	Direct Reports:	Lab Team Leader Nurse Team Leader Counsellors Admin or Business Support Staff
Key Internal Relationships	CMG Clinic Medical Director FA Board and Senior Management IT Manager Doctors All Clinic Staff	Key External Relationships	Suppliers/Service providers Patients & Consumer Groups Funders, e.g. MOH Property/Landlord

### Organisation Context – How the role adds value to FA

The Clinic Manager, in partnership with the Clinic's Medical Director, is responsible for providing leadership and management for their FA Clinic. The Clinic Manager is responsible for all aspects of clinic operations. This includes: quality management, staff management and performance, process improvement, financial management, regulatory compliance, and leadership to ensure the success of clinic goals and delivery of services.

The Clinic Manager operates in an autonomous role managing both the day to day operations of the clinic and leading operational and strategic change. In addition, the Clinic Manager has a wider role as a member of the Clinic Management Group (CMG) supporting the development and growth of the company. In addition to their CM role they may also hold Group portfolio responsibilities, or work with the Clinic Medical Director on local issues.

### Role Overview – Key Contribution

1. Supports the value of CARE through:
  - a. Ensuring that patients and FA staff are treated with care and compassion
  - b. Keeping staff up to date with clear, honest and constructive communication
  - c. Celebrating successes – building a culture of appreciation and valuing others
2. Supports the value of RESPONSIVENESS through:
  - a. Encouraging teams to respond positively to changing business and patient needs
  - b. Leading by example in taking a constructive response to challenges and finding solutions
3. Supports the value of EXCELLENCE through:
  - a. Developing a culture where service and clinical excellence is key
  - b. Leading team effort to continuously find ways to lift performance
  - c. Ensuring there is a capability development plan for the clinic so that all staff can perform optimally
4. Contributes to FA's KPIs:

The Clinic Manager is expected to balance customer service, employee performance, operational requirements and financial constraints to:

  - a. Maximise pregnancy rates
  - b. Meet financial targets
  - c. Maximise customer satisfaction
  - d. Maximise employee engagement

Key Goal/ Responsibility 1: Planning & Direction	Expected Outcomes
1.1 Provide relevant and timely input from Clinic to FA's annual strategy and business planning process.	a. Business plan & budget approved by GM Operations
1.2 Prepare annual budget for Clinic, with advice and input from the Finance Manager, for GM Operations and Board approval.	b. All employees in Clinic understand business plan
1.3 Communicate and make sure that FA's vision and values are reflected and reinforced in day to day operations and practices.	c. Consistent values based behaviour visible across the Clinic d. Change implemented smoothly in clinic
1.4 Ensure that there is a Clinic business plan that is clearly communicated and understood by all those working in the Clinic – and that forms the basis for their own performance plans.	e. Staff understand and support change.

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- 1.5 Contribute to and support the development and implementation of business projects to achieve the direction set by the Board/GM Operations.
- 1.6 Plan and implement changes and new initiatives in conjunction with other group and clinic managers.

Key Goal/Responsibility 2: Clinic Business Performance	Expected Outcomes
<ul style="list-style-type: none"><li>2.1 Collect, analyse and interpret data and metrics on Clinic performance against goals and targets, proactively address issues where metrics do not align with targets.</li><li>2.2 Provide all Clinic Leaders – and staff – with information on Clinic performance, ensuring key drivers and performance measures are understood, and how the Clinic is tracking against KPIs and other measures.</li><li>2.3 Manage clinic expenditure within budget. Provide actual vs budget performance analysis to Finance Manager in preparation for Board meetings.</li><li>2.4 Ensure that the Clinic rostering reflects the required skill mix and levels appropriate to workload and that TLs plan ahead to maintain this.</li><li>2.5 In conjunction with TLs, negotiate and liaise with suppliers regarding purchase of goods, services and equipment including on a FA Group level if appropriate.</li><li>2.6 Liaise and negotiate with landlord/property management regarding lease and support services.</li><li>2.7 Maintain the security of the Clinic premises and assets by regular maintenance of security procedures, alarm systems and emergency/disaster procedures and Health &amp; Safety.</li><li>2.8 Be responsible for the use of Clinic IT systems, record keeping, integrity, security and consistency of data.</li></ul>	<ul style="list-style-type: none"><li>a. Revenue targets achieved</li><li>b. Budget met</li><li>c. No surprises policy in place</li><li>d. Appropriate goods and services are available for effective clinic function.</li><li>e. Risks and costs of maintenance expense are well considered.</li><li>f. Lease/property is effectively managed.</li><li>g. Zero breaches of security</li><li>h. High levels of systems competence</li></ul>

Key Goal/Responsibility 3: Leadership and Team Development	Expected Outcomes
<ul style="list-style-type: none"><li>3.1 Develop a high performance mindset and culture through:<ul style="list-style-type: none"><li>a. Communicating clearly how FA operates in clinical, people and business terms – providing regular updates to employees</li><li>b. Holding regular Clinic Leadership meetings where issues are shared and solutions built.</li><li>c. Ensuring recruitment is thorough, defensible, and produces high performance, good fit candidates.</li><li>d. Implementing effective induction and training to bring employees quickly to accepted performance levels.</li><li>e. Linking performance goals with values and KPIs.</li><li>f. Ensuring each Clinic employee has an annual review and agrees performance goals and development plans with their manager/TL.</li><li>g. Addressing any performance issues quickly and effectively.</li><li>h. Celebrating success – encouraging people to talk about what is working well, achievements, valuing small and large contributions</li><li>i. Advising and recommending employee awards.</li></ul></li></ul>	<ul style="list-style-type: none"><li>a. Employee performance metrics</li><li>b. No unwanted employee turnover</li><li>c. Low sick/absence</li><li>d. High levels of employee engagement</li><li>e. Patient Satisfaction</li><li>f. Appraisals completed</li><li>g. Development plans actioned</li></ul>

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- j. Promoting a Clinic culture that supports openness and honesty, anticipating problems and helping with concerns.
- 3.2 Ensure all Clinic employees are developed to ensure continued professional growth and develop the competencies FA needs to support its growth and long-term success. Ensure professional accreditation is compliant.
- 3.3 Build a team culture that focuses on processes and outcomes, service, quality and continuous improvement.
- 3.4 Be the local HR Manager - ensure a sound and compliant HR infrastructure – contracts, agreements, payroll, performance records, policies and procedures.
- 3.5 Develop strong working partnerships with the Doctor Team so that if issues arise they are quickly addressed, solutions implemented or escalated.

### Key Goal/Responsibility 4: Continuous Improvement of Service and Quality

#### Expected Outcomes

- 4.1. Articulate and demonstrate an expectation for continuous quality improvement through utilizing processes that include consideration of all stakeholders, leading a 'no blame' culture as well as encouraging new ideas.
  - 4.2. Fulfil the requirements of RTAC & ISO accreditation and standards. Establish documented procedures and policies clinic wide.
  - 4.3. Handle critical incident/complaint reports (QRs); manage risks appropriately; Identify issues that need to be addressed; develop practical/ innovative solutions – report to CMG on outcomes.
  - 4.4. Plan, evaluate, recommend and implement new patient service initiatives based on data and understanding key drivers of satisfaction.
- a. ISO and RTAC accreditation maintained
  - b. All QRs addressed and action taken
  - c. Patient satisfaction targets met.
  - d. Improvements to service/process as a result of QRs/ideas from Clinic team

### Key Goal/ Responsibility 5: Marketing and Business Development

#### Expected Outcomes

- 5.1. In conjunction with Marketing Manager/CMG, organise and facilitate:
    - 5.1.1. promotional activities for FA's services, including use of the media
    - 5.1.2. Educational activities for medical professionals
    - 5.1.3. A referral plan for GPs/medical services
    - 5.1.4. A demand plan for privately funded services
  - 5.2. Prepare an annual marketing plan for Clinic that integrates with overall group plan and drives development of the clinic profile in the health and wider community
  - 5.3. Act as the representative of the Clinic when required in dealing with groups and individuals outside the organisation.
- a. FA's public profile is increased and enhanced throughout the Clinic catchment area.
  - b. Level of referrals achieved
  - c. Demand for privately funded services achieved
  - d. Promotional activities lift business performance
  - e. Growth in patient numbers ≥8%
  - f. Seen as a positive ambassador for FA - is approachable and knowledgeable, providing appropriate information.

### Key Goal/Responsibility 6: Contract Management

#### Expected Outcomes

- 6.1. In conjunction with the GM Operations negotiate contracts with public purchasers
  - 6.2. Manage the contract for publicly funded tertiary fertility treatment in the applicable region – working with MOH coordinator/group process
- a. Financially viable ongoing contract(s) for publicly funded services are secured.
  - b. Clinic services meet targets/budget
  - c. Opportunities for continued growth of public funding are developed

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| 6.3. Maintain and enhance relationships with key stakeholders in the public sector/DHB   | d. Documentation is complete and accurate. |
| 6.4. Ensure the process meets the funders audit requirements: Consumers and referrers (GPs, specialists) are well informed of the process and status of enrolment. | e. Reports submitted on time               |

**Key Goal/Responsibility 7: Personal Development & Group Portfolio /Special Projects****Expected Outcomes**

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|---|--|
| 7.1. Identify personal development goals to build personal skills and FA competencies   | a. Up to date and current – business & leadership  |
| 7.2. Develop own skills and knowledge through attendance at national/international seminars, workshops and reading relevant literature.   | b. Sought out as an expert in portfolio area.  |
| 7.3. Continue to build leadership, business skills and develop contribution as a member of the FA leadership team.  | c. Acknowledged as a valuable member of the management team and consistently displays a positive approach. |
| 7.4. After discussion with GM Operations, and working with identified talents and development goals, develop project portfolio across the group, primarily through the CMG, to develop expertise in the specific area | d. Has a win-win, collaborative style  |
| 7.5. Initiate, monitor and, where necessary, implement specific projects in the portfolio area to improve group performance   | e. Sought out for help or advice by others   |
|   | f. Knowledge gained from relevant meetings or conferences is reported back to the team or CMG              |
|   | g. Develops and presents own development plan to GM Operations.  |

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Role Requirements	Essential	Desirable
<b>Education Level</b>		Bachelor's Degree MBA
<b>Field of Study</b>	Leadership Business	Marketing Health
<b>Years of Work Experience</b>	5 years working in medical or commercial role	Fertility Nursing GP/Practice Management/DHB
<b>Physical Requirements</b>	Able to travel around NZ for meetings	
<b>Leadership Experience</b>	Visible natural leader: track record of real team leadership and influence with people of all levels; listens well; a win win collaborative approach; coaches others Able to work independently as well as in a leadership role Able to present to a group with credibility	5 years as a team leader in a commercial or health sector role Has managed multi-disciplined teams TL in Fertility Training
<b>Business Knowledge</b>	Understanding of small to medium business Budgeting & forecasting Financially Savvy Strong customer focus and commitment to delivering quality solutions and maintaining effective customer relationships HR – and people processes	QR and compliance Contract management Patient care Marketing/Business Development Tax, GST, PAYE
<b>IT/Data Systems Knowledge</b>	CRM data management Strong PC Skills Experienced in spreadsheets and metrics Office systems Proven ability to devise and review systems for operational efficiency and control.	Medtech or equivalent Payroll Systems
<b>Technical Knowledge</b>	Administration systems Workplace compliance systems	Knowledge of patient service and the health care environment ISO
<b>Decision Making/Problem Solving</b>	Able to plan and work in a multi priority work world Able to clearly link financial results to operational performance drivers, generate alternatives and drive positive change Prioritization – proven ability to sort opportunities and allocate resources based on value and business need Able to analyze situations and make effective, practical solutions Attention to detail and able to work with data and metrics	Experience of decisions impacting business performance 24x7 operation
<b>Interpersonal Skills</b>	Excellent communication skills – ability to engage and motivate team members and to articulate strategy and practical tactics Listening skills Openness to criticism and new ideas Able to manage relationships across a business Builds respect Collaborative, supportive and helpful Able to negotiate and influence positive outcome Will confront difficult situations	Training skills EQ training HR training Has track record of developing collaborative and positive relationships with many and varied stakeholders
<b>Other</b>	A bias for action - a sense of urgency to take action and resolve issues Follows through on commitments Perseverance and a positive attitude to overcoming problems and challenges Demonstrated ability to work in ambiguous settings Ability to handle pressure due to multiple and at times conflicting demands High degree of personal integrity Ability to work well and respectfully across cultural differences and professional groups	

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Fertility Associates KEY COMPETENCIES required for this role	N/A	Basic	Competent	Excels
1. <b>Patient Insight:</b> understanding what patients want, feel and need, and to meet those needs			*	
2. <b>Analytical Thinking:</b> tackling problems using a logical, thorough and systematic approach.			*	
3. <b>Teamwork:</b> working within and across teams in a supportive, collaborative and productive way				*
4. <b>Initiative:</b> developing innovative approaches that enable us to improve				*
5. <b>Education:</b> commitment to learning and growth for staff, patients and external stakeholders			*	
6. <b>Technology:</b> continuous development of our competence in technology, science and medicine			*	
7. <b>Leadership:</b> professional, proactive, accountable				*
8. <b>Business Focus:</b> knowledge of how businesses operates; using understanding of strategy, finance, planning processes				*