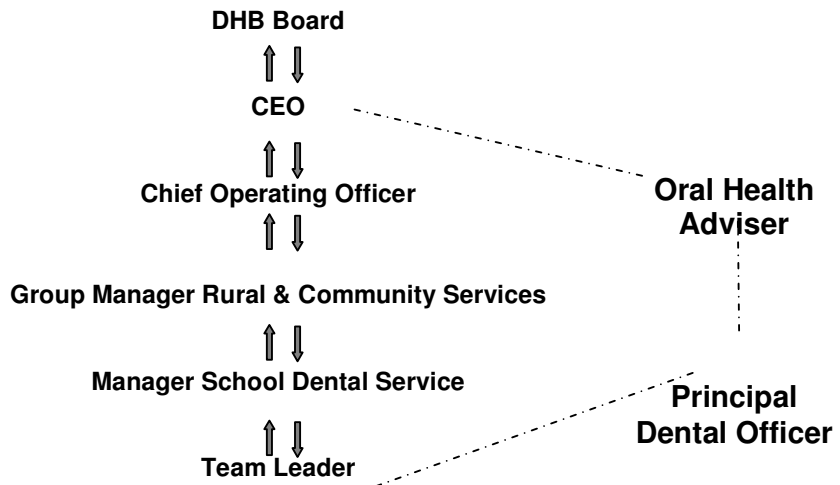




Position Description

- **Position title:** Team Leader
- **Responsible to;** Manager School Dental Service
- **Date reviewed:** September 2009

Place in Organisation



Position Holder's Name : _____

Position Holder's Signature : _____

Manager's Name : _____

Manager's Signature : _____

Date of Signing: _____

Purpose of the Position

Team leaders lead, guide and manage teams of dental therapists and dental assistants to achieve desired outcomes including safe and effective patient care. The team leader does this by:

- contributing knowledge and advice
- leading and providing support to maintain a responsive, competent and efficient customer focused team
- ensuring the development and maintenance of professional standards of care
- maintaining a high level of clinical expertise and knowledge
- gaining outcomes across populations groups with a focus on reducing inequalities
- working within a defined budget
- problem solving on a day by day basis.

Nature & Scope of Responsibilities

Systems Management	
Accountabilities	Performance Measures
<p>Ensures the provision of equitable, timely, quality oral health care through systems use.</p>	<p>Management of systems across the team :</p> <ul style="list-style-type: none"> ○ completes annual planning and monitors activities against annual plan, identifying capacity deficits and capacity surpluses ○ monitors throughputs and outputs where required ○ ensures the workforce is efficiently balanced in terms of skill mix, patient numbers, workloads, and responsibilities ○ negotiates and communicates within team and across teams ○ manages workflows and practices across the team in an effective and efficient way to ensure consistency ○ maintains an up to date asset register. <p>Care co-ordination:</p> <ul style="list-style-type: none"> ○ liaises with principal dental officer, other health professionals and departments to achieve patient outcomes ○ advises staff where necessary ○ maintains and supports relationships with community stakeholders and other services ○ ensures that staffing, programmes and projects are organised, co-ordinated staffed and resourced to achieve desired outcomes. <p>Quality process management:</p> <ul style="list-style-type: none"> ○ gathers and collates information to respond to complaints within 10 days ○ identifies trends in incident forms.

Systems Management	
Accountabilities	Performance Measures
	<p>Completes incident form investigation and reporting process</p> <ul style="list-style-type: none"> ○ facilitates development and review of service specific policies, procedures, guidelines and deskfiles ○ participates in clinical audit ○ participates in accreditation/ certification processes <p>Strategic planning:</p> <ul style="list-style-type: none"> ○ gives input to service plan and service development ○ takes a leadership role in developing tools and processes that assist the Service to achieve goals and monitor outputs and outcomes ○ profiles the capacity and successes of the team to the wider organisation and externally ○ completes monthly reports, discussion documents and other reports as required.

Staff Management and Development	
Accountabilities	Performance Measures
<p>Ensures effective staff management and development to achieve desired service outcomes</p>	<p>Creates a co-operative and productive team environment by:</p> <ul style="list-style-type: none"> ○ listening to issues and working towards positive outcomes for all ○ negotiating and compromising if necessary ○ setting an agenda, organising and leading regular team meetings ○ monitoring and supporting staff to enable them to fully utilise their skills and time ○ encouraging staff development ○ encouraging staff participation in programmes, projects and team activities ○ addressing issues with staff promptly when they arise. If not resolved these are brought to the attention of the manager ○ engaging the team in annual planning. <p>Assists with staff recruitment and retention by:</p> <ul style="list-style-type: none"> ○ timely input into recruitment processes in accordance with Waikato DHB policies ○ leading role-specific orientation, monitoring.

Staff Management and Development	
Accountabilities	Performance Measures
	<p>Engages staff in effective performance management practices by:</p> <ul style="list-style-type: none"> ○ reviewing team's monthly reports, investigating, acting upon and communicating red flag items ○ monitoring and managing leave requests and reporting monthly on budget, actual and target ○ monitoring and managing sick leave, and reporting monthly on budget, actual and target ○ enhancing wellness through wellness programmes ○ completing performance and development reviews annually for agreed staff, and reporting on progress each month ○ in liaison with manager, assisting with performance management. <p>Complies with legislation and contractual requirements by:</p> <ul style="list-style-type: none"> ○ maintaining staff compliance with credentialling and annual APC processes ○ planning and leading verifiable professional contact activities ○ ensuring reported information meets contract requirements

Communicator	
Accountabilities	Performance Measures
<ul style="list-style-type: none"> ○ Establishes relationships within team and external to team to achieve outcomes 	<p>Communicates effectively by:</p> <ul style="list-style-type: none"> ○ keeping team up to date and informed ○ attending scheduled meetings ○ consultation with appropriate staff to enable representation of diverse geographical and clinical needs ○ research of current best practice, considering legal and ethical issues ○ keeping manager up to date with developments through regular meetings and/or communications ○ co-ordinating and liaising with other health professionals to achieve outcomes.

Financial Management

Professional Practitioner	
Accountabilities	Performance Measures
<p>Delivers high quality care with integrity, honesty and compassion</p> <p>Exhibits appropriate personal and interpersonal professional behaviours</p>	<ul style="list-style-type: none"> • complies with relevant Codes of Practice and scopes of practice • maintains clinical credibility and expertise in scopes of practice through practise and learning.

Health & Safety <i>(compulsory content – cannot be altered)</i>	
Accountabilities	Performance Measures
<p>To participate in and comply with the requirements of the Health & Safety in Employment Act 1992 and associated Waikato DHB policies</p>	<p>Work practices ensure safety for self and others</p> <p>Advice or assistance is sought before commencing an unfamiliar work practice</p> <p>Hazards are identified, control plans documented, and hazards eliminated, isolated or minimised</p> <p>Complies with Waikato DHB incident reporting policy</p> <p>Emergency management procedures and compulsory / compliance education and training up to date</p>

Risk Minimisation <i>(compulsory content – cannot be altered)</i>	
Accountabilities	Performance Measures
<p>To actively contribute to risk management activities within the service</p>	<p>Contributes to the service's risk management activities by:</p> <ul style="list-style-type: none"> ☞ Identifying risks ☞ Notifying the manager of these ☞ Participating in the service's risk minimisation activities ☞ Complying with legislation and Waikato DHB policies, procedures, protocols and guidelines ☞ Participating in audits

Continuous Quality Improvement <i>(compulsory content – cannot be altered)</i>	
Accountabilities	Performance Measures
<p>To actively contribute to Continuous Quality Improvement activities within the service</p>	<p>Contributes to the service's Continuous Quality Improvement by :</p> <ul style="list-style-type: none"> ☞ Identifying improvement opportunities ☞ Notifying the manager of these ☞ Participating in the service's quality improvement activities ☞ Providing good customer service ☞ Complying with standards

<p style="text-align: center;">○ Continuous Quality Improvement (<i>compulsory content – cannot be altered</i>)</p>	
Accountabilities	Performance Measures
	<ul style="list-style-type: none"> ☞ Being responsive to customer requests or complaints ☞ Working to improve quality of service and customer satisfaction

<p style="text-align: center;">○ Team Member (<i>compulsory content – cannot be altered</i>)</p>	
Accountabilities	Performance Measures
<p>Individual responsibilities, actions and contributions enhance the success of the area/service/team and division</p> <p>Te Tiriti o Waitangi (Treaty of Waitangi)</p> <p>Equal Employment Opportunities (EEO)</p>	<p>Maintains a current knowledge of relevant issues, trends and practices</p> <p>Behaviour demonstrates cultural appropriateness and sensitivity</p> <p>Builds and maintains productive working relationships</p> <p>Participates as a member of designated group(s)</p> <p>Values individual effort, innovation and creativity</p> <p>Contributes to the service, division and organisation</p> <p>Work practices are consistent with The Toward Māori Health Gain: Organisational Framework, and demonstrate:</p> <ul style="list-style-type: none"> ☞ Partnership and shared decision making with Māori ☞ Participation and consultation with Māori ☞ Protection of Māori needs, values and beliefs <p>Demonstrates an understanding in health of barriers and disparities that affect Māori</p> <p>Demonstrates and encourages behaviour that recognises and is consistent with EEO principles and practices</p>

<p style="text-align: center;">○ Personal & Professional Development (<i>compulsory content – cannot be altered</i>)</p>	
Accountabilities	Performance Measures
<p>Assumes responsibility for personal and professional / work education and development</p>	<p>Maintains and/or extends knowledge and skill base required for effective performance</p> <p>Identifies any learning needs</p> <p>Negotiates with management to attend appropriate education and training</p> <p>Participates in own performance review annually</p>
<p>Perform such other duties as reasonably required by the manager in accordance with the conditions of the position</p>	<p>All other additional duties are performed in an efficient manner, to the required standard and within a negotiated timeframe.</p>

Problem Complexity

- The incumbent will be responsible and accountable for the clinical service delivery, staff and financial management of their clinical area, and meeting and reporting on key performance indicators
- Problems will range from routine through to the unpredictable and will require the incumbent to use information from a wide range of sources and use a broad range of experience to identify a solution
- Potentially competing views need to be balanced to ensure progress is made during the development and implementation of projects and practices to improve oral health inequalities
- Required to gather information, and to synthesise the information gathered so that the total implications and impacts of an issue are understood
- Clinical expertise and mentoring of staff will need to be balanced with the demands of a service and budget. The role will require diverse problem solving as well as intense interpersonal interactions in often demanding situations
- Time management is required to prioritise work tasks and manage conflicting demands.

Scope for Action

- This role is influential within the organisation, and will also involve regional and national activities
- The incumbent will have the independence to organise their own work, to work within the organisation's policies and procedures and will report on a monthly basis to the manager. The manager should be consulted for assistance where a problem arises that may impact on the Service. Good judgement needs to be exercised in determining the actions required in response to information or requests received.
- The incumbent will lead or participate in project work involving service and professional group representatives from across Waikato DHB

Scope for Action

- Responsibility for the FTE, leave budgets, and for monitoring and reporting on the clinical and non clinical costs associated with the provision of services
- Responsible for identifying opportunities for staff and service development, providing recommendations to the manager
- Will work collaboratively with services to ensure contractual requirements are met
- Has delegated authority of level 6, Waikato DHB Delegations of Authority

Staff Reporting

Direct Reports : 20- 25

Staff Numbers : Head Count 25 approx
FTE approx 20 FTE

Relationships

- Internal :**
- School Dental Service manager
 - principal dental officer
 - oral health advisor
 - School Dental Service team members
 - programme co-ordinator, preschool oral health checks
 - administrative support staff
 - Other clinical and non clinical services/ departments
- External :**
- individual school principals
 - family/ whānau
 - community agencies / NGOs
 - Waikato PHO
 - general practitioners/practice nurses

Person Specifications

○ Education

Essential : Registered dental therapist with a current practising certificate
Certificate of good standing from registering body

Desirable : Scopes of practice additional to general dental & radiography
Relevant post graduate qualification, or working towards same

○ Training and Experience

Essential :

- Minimum of 4 years dental therapy practice
- Demonstrated expert clinical leadership / experience and knowledge

○ Competencies (Knowledge, Skills, Attributes)

- Managing staff
- Communication skills
- Ability to manage a budget
- Well developed presentation skills (written & oral)
- Customer service focus
- Education and training skills
- Understanding of the Treaty of Waitangi and commitment to health gain for Maori
- Computer/ keyboard skills
- Strong organisational skills
- Ability to lead a team

- Initiative
- Accountable / resolute
- Ability to meet goals and deadlines
- Flexible and Adaptable
- Maintains confidentiality
- Works well under pressure
- Empathy

Physical Requirements / Work Functions

- **Medium to heavy** work. Frequently **standing** or **sitting**.
- **Climbing stairs**, to dental clinics and mobile dental units
- **Walking** about the workstation and within school grounds.
- **Stretching and/or twisting** movements are likely to be occasionally required
- **Carrying** of light equipment may be required
- **Repetitive hand, fine finger** movements
- **Laptop, keyboard, PDA, visual monitor** use over extended hours
- **Driving** is required.
- Use of **office and specialist equipment** will be frequent, including dental instruments, x-ray machines and other equipment to provide care, placing medicaments and sterilising equipment. Personal protective equipment is required to be worn to avoid direct contact with infectious body materials and fluids.
- **Bending, squatting or crouching** movements will be occasional – often associated with lifting.
- **Mental activities** are likely to be required, including observation, assessment, communication, organisation, time-management, decision-making and computing skills.

Further Comments:

- Requires a medium physical demand, good level of fitness and absence of repetitive injury or on-going infectious conditions such as hepatitis.
- There will be little ability for employees to self-pace the required work tasks.

Scope of Practice

- The scope of practice for Dental Therapists is defined by the Health Practitioners Competence Assurance Act 2004
- Conditions of practice (refer APC)
- Attach photocopy of current APC to the position description

Internal Level of Practice/ Clinical Privileges

- **Scope(s) of Practice**
- **Scope of Practice for General Dental Therapy Practice**
 - General dental therapy practice
- **Additional Scopes of Practice/Clinical Privileges (tick those that apply)**
 - **Pulpotomies in Dental Therapy Practice**

Description

Performing pulpotomies on primary teeth

- **Diagnostic Radiography in Dental Therapy practice**

Description

Taking and interpreting bitewing and periapical radiographs (Note, the Radiation Protection Act 1965 requires non-licensed persons who take x-rays to do so under the supervision or instructions of a person who holds a licence under that Act.)

- **Stainless Steel Crowns in Dental Therapy Practice**

Description

Preparing teeth for and placing stainless steel crowns on primary teeth