

Stepping Stone Trust has been operating since 1990; having grown out of Spreydon Baptist's Community Services and is one the largest NGO provider of Community Mental Health services in Canterbury. The Trust operates a range of Residential, Respite and Community Support services for Youth through to Older Persons for up to 500 Tangata Whaiora/Consumers each week.

Our Vision

An organisation which seeks to partner and collaborate with mana whenua ki waitaha to honour the treaty covenant through providing culturally informed services to deliver wellbeing for all.

- *In providing a place of standing, hope, recovery and wellness Stepping Stone Trust seeks to be:*
 - *A mental health provider of first choice;*
 - *A leader in innovation*
 - *Flexible and responsive*
 - *Holistic, client centred and strengths based*
- *Delivering evidence-based practice that provides effective outcomes.*

Our Mission

Motivated by Christ's love, Stepping Stone Trust journeys with people to find a place of standing, hope, recovery and wellness.

Te Roopu o te Taumata Kohatu

Core Values

Faith – supporting tangata whaiora (clients) and staff to explore belief in God as a pathway to wellness

Grace – accepting and respecting people regardless

Hope – every person has value, potential and new possibilities

Love – being professional and showing respect in all of our relationships

Integrity – practising accountability with each other and stakeholders.

Role, Purpose and Scope of Role

The position is responsible for bed-based services, emergency housing, mobile residential support, Mobile Medication Service and Crisis & Planned Respite services.

Note: This role is one of three Service Manager roles managing operational needs across our services.

Reporting to the Chief Executive this Service Manager role is a member of our Senior Management Team (SMT) who collectively:

- Deliver operational and strategic outcomes.
- Provide leadership and coordination to the Adult residential services they are responsible for, ensuring all facets of clinical care and service delivery contribute to service users' recovery journey and that they experience consistent and professional care.
- The Service Manager roles have responsibility for respective services, internal and external liaison, advice & support and responsibility for overseeing the delivery of safe and professional care to service users.

Delegated authorities

Financial – Budget & Expenditure limits

Indicative. In consultation with the Senior Management Team, manage services financially as per Financial Policies, approved budget and expenditure minutes

People & Capability

Indicative. Responsible for staffing of services within financial limits and HR Policy / Advice.

Internal Relationships

Interactions within SST	The purpose and frequency of these interactions
Chief Executive	<ul style="list-style-type: none"> • Ensure alignment with organisational values, direction and goals, provide/receive feedback on operational strategies • As required to meet the planning and implementation of service goals
Senior Management Team (SMT)	<ul style="list-style-type: none"> • As required to receive and give organisational feedback around functional needs • Provide operational oversight of service, engage on operational, tactical and strategic matters
Team Leaders	<ul style="list-style-type: none"> • Support for success, linking to organisation goals and values
Other Staff	<ul style="list-style-type: none"> • Support for success, linking to organisation goals and values
Service Users & Whanau	<ul style="list-style-type: none"> • Support for success and individual care needs

External Relationships

Interactions outside of SST	The purpose and frequency of these interactions
Other Health Professionals	<ul style="list-style-type: none"> • As required DHB/MSD Service/Case Managers, Allied Health Professionals, other community agency staff.
Relevant Regulatory Agencies	<ul style="list-style-type: none"> • As required e.g. Police, MSD, DHB, ACC, Ministry of Health, Privacy Commission, Health & Disabilities Commission
Professional Networks	<ul style="list-style-type: none"> • Participating in networking and collaborative, interagency activities
External Contractors	<ul style="list-style-type: none"> • As required e.g. Pharmacy Contract, Trades, Trainers

Other Duties

Notwithstanding any respective definition or classification of employment, the employee may be required to undertake other lawfully permitted duties.

Key Result Areas

1 Model of Care, Policies and Procedure

	Key Measurement Criteria		Performance Measure
1.1	Commitment to working within the framework of Stepping Stone Trust, its vision, mission and values	1.1	Demonstrate alignment with vision, mission and values
1.2	SST policies and procedures are implemented and adhered to	1.2	Policy and procedures adhered to

2 Cultural Safety & Diversity

	Key Measurement Criteria		Performance Measure
2.1	Commitment to the principles of the Treaty of Waitangi as they apply to Stepping Stone Trust	2.1	Demonstrate within the workplace the practical knowledge and application of the principles of the Treaty of Waitangi
2.2	Clients receive care without discrimination on the basis of race, culture, religion, health, sexual orientation or age	2.2	Client feedback, peer feedback

3 Programme Delivery

	Key Measurement Criteria		Performance Measure
3.1	Ensure Medication Management Policies & Practices are adhered to within your services	3.1	Incident Reports indicate problems are managed and are reducing
3.2	Service provides user engagement and support and encourages self-determination, while supporting the service user and their family/whanau	3.2	Monthly review of service client engagement plan demonstrates application to service users
3.3	Ensure services daily / weekly routines reflect a recovery model emphasis, promoting personal motivation and rehabilitation	3.3	Residents demonstrate a range of coping skills and strategies, learning to manage personal and household routines, maximising their residential stay
3.4	Oversees management of service – planning, review and lead where appropriate	3.4	Evidence of risk mitigated through established crisis management plans / strategies /contact with CM's & whanau
3.5	Maintains a functional awareness of service status, needs, culture, pressures etc. and ensure incidents are appropriately progressed to a suitable outcome	3.5	Monthly summary report of service functioning and incidents collated by the 2 nd Monday of the month – to CEO
3.6	Manage external enquiries by liaison with appropriate agencies to maximise	3.6	Reflected in staff professional supervision notes

	care, planning and coordination of service user needs		
3.7	Implement the DHB contractual requirements for the services	3.7	Monthly MOH performance monitoring reports to CEO
3.8	Is part of the Duty on Call after hours roster	3.8	Participates effectively dealing with afterhours issues – followed up and notated

4 Communication

	Key Measurement Criteria		Performance Measure
4.1	Utilise staff & CMS to manage time recording, file systems, record keeping standards / systems	4.1	Selected review of systems shows they are being functioned and are current to within 3 months. Evidence all internal audit requirements are complete
4.2	To actively facilitate conflict resolution process	4.2	Issues are resolved early or if escalated records show efforts made
4.3	To work collaboratively with staff providing transparent feedback	4.3	Staff issues are progressed on the basis of noted feedback

5 Leadership

	Key Measurement Criteria		Performance Measure
5.1	Contribute to leading and maintaining SST's ethos and vision	5.1	Identified in minutes, other docs and meetings as playing an active role
5.2	Model Self-Management	5.2	Walk the talk. Setting an example by doing. Being aspirational leader
5.3	Facilitate and oversee clinical decision making across service areas, with Team Leaders and SMHS CM's and clinicians	5.3	Service records show active engagement in decision making – in house MDT's with MHS staff
5.4	Create and maintain a team culture which is recovery focused and supports best practice	5.4	Team meetings and activities demonstrate culture development e.g. team retreat day, staff orientation
5.5	Lead /model healthy, respectful professional relationships	5.5	Staff reflect positive, affirming relationships

6 Reporting			
Key Measurement Criteria		Performance Measure	
6.1	Produce monthly management report/s	6.1	Report is completed in a timely manner with relevant information e.g. min. occupancy levels and programme quality
6.2	Incident / Accident reports signed off promptly with summary and outcome documentation completed	6.2	Selected review of reports shows they are being functioned and are current to within 3 months. Reports signed off no longer than 7 working days from issue
6.3	Complaints to be investigated and signed off	6.3	As per complaints policy and report with incidents by the 2 nd Monday of each month

7 Team Work			
Key Measurement Criteria		Performance Measure	
7.1	Participates fully in the consultative function of the team	7.1	Contributes regularly and consistently in discussion/meetings – staff meetings, internal/external MDT
7.2	Assists the team in achieving the objectives of the team.	7.2	Team objectives achieved, peer review. Developing towards annual Residential service clinical goals
7.3	Provides professional health service advice and input to the team.	7.3	Notes in e-mails, minutes, reports ref. staff supervision and liaison with SMHS

8 Staff / Performance Management			
Key Measurement Criteria		Performance Measure	
8.1	Oversee and supervise the team	8.1	Notes in e-mails, minutes, reports, etc. noting input into organisation management
8.2	Ensure Performance management of staff is timely, documented and follows good process	8.2	Performance issues are addressed early, and process/progress is recorded
8.3	Performance appraisals are undertaken annually in a timely manner	8.3	Performance Appraisals are completed on personal file annually
8.4	Be the driver for staff replacement / recruitment, using HR for Advice, support, documentation	8.4	Notes in e-mails, recruitment progress reports, interviews, contracts, staff planning, roster cover & review etc.
8.5	Manage team leave and payroll needs, using Payroll/P&C staff for advice, support	8.5	Payroll review covering timesheets, leave requests etc. are approved by close of business p.m. Monday of pay week

8.6	Ensure core organisational training is timely completed for staff e.g. Medications, 1 st Aid, Calming De-Escalation	8.6	Staff training records are signed off and correlate with P&C records
-----	--	-----	--

9 Professional Development

Key Measurement Criteria		Performance Measure	
9.1	Identifies professional development needs and training opportunities.	9.1	Evidenced in participation in training and development, training records.
9.2	Receives regular supervision per SST policy	9.2	Supervision reports
9.3	Completes PD sufficient to remain professionally accredited	9.3	Professional registration is maintained

10 Quality Standards

Key Measurement Criteria		Performance Measure	
10.1	Know and practice OSH policy	10.1	Implements OSH Policy e.g. hazards noted, team represented at OSH meetings
10.2	Understand fire drills and civil defence emergency procedures	10.2	Fire drills occurred 3 mthly. Check and note CD resources 6 mthly
10.3	Adhere to /incident reporting system	10.3	Accident/Incidents are reported
10.4	Uses all equipment correctly, and with proper care and attention, observing education and instruction given	10.4	Equipment issued correctly
10.5	Know and practice relevant work place quality standards subject to Audit	10.5	Service adherence to functional quality stands is positively reflected in internal and external audits

11 Service Specific KPI's

Key Measurement Criteria		Performance Measure	
11.1	Contract Adherence	11.1	Bed Capacity running at min. 85%
11.2	Finance Management	11.2	Minimum monthly consults with Finance Manager to ensure service is within budget
11.3	People Management	11.3	Staff under performance demonstrably well managed via plans, outcomes, reviews etc.
11.4	Service users	11.4	Service users receive a quality service shown through reduced complaints, incidents and improved audit compliance

Working Environment and Physical Demands

Stepping Stone Trust aims to provide a safe workplace, where nobody is placed in an environment or asked to do anything which will result in physical or mental harm. Here are some of environments and potential hazards that might be encountered in this role.

*Those in **bold** represent the likely environments of this position*

Office	Residential facilities	Outdoors
Vehicle	Client's homes	Community
Hospital	Offices of Specialist Services	

*Those in **bold** represent the likely hazards of this position*

PHYSICAL	BIOLOGICAL	TEMPERATURE
Mechanical handling Stacking and storage Transportation (car etc) Confined space / working at heights Ventilation Working at heights in walkways and aisles Equipment guards Energy isolation Noise Vibrating platforms	Insects Bacteria / Virus Animals (e.g. Dogs, Rats)	Extremes of heat or cold Hot substances / products Fire hazard
	CHEMICAL	PHYSIOLOGICAL (Factors that may contribute to stress and / or fatigue)
	Chemicals and other substances Mist Dust Dangerous Goods	Periods of significantly increased intensity or duration of workload Organisational demands of work (e.g. 24 hour availability) Tight deadlines Provision of support to others during peak periods Shift work
LIGHTING	POWER SYSTEMS	EMERGENCY RESPONSE
Lighting levels	Electrical Hydraulic	Responsible for items to be secured e.g. earthquake Evacuation routes
ERGONOMIC	RADIATION	
Manual handling Work station set-up	Microwave Infra –red, ultraviolet	

Those in **bold** represent the essential physical requirements of this position

TYPE	FREQ.	TYPE	FREQ.	TYPE	FREQ.
Sedentary – sitting	F	Stooping	O	Lifting / manual handling	O
Pulling	R	Kneeling	O	Grasping	O
Crouching	O	Typing	F	Crawling	R
Talking	F	Reaching	O	Hearing	F
Standing	O	Repetitive hand motions	R	Fine finger motions	F
Walking	F	Pushing	O	Driving	F
Climbing	R	Other – please record:			

Note: **C** = Constantly: 67-100%; **F** = Frequently: 34 – 66%; **O** = Occasionally: 1 – 33%; **R** = Rarely: 0 – 1%

Those in **bold** represent the visual requirements of this position

Close vision	Distance vision	Colour vision
Ability to focus	VDU	No special vision requirements

Verification

We agreed that this Position Description accurately reflects the key responsibilities of the position of Service Manager (Residential Adult) at today's date.

Manager's Name:

Manager's Signature:

Date:

Employee's Name: (Insert Employee's full name)

Employee's Signature:

Date:

This Position Description will be reviewed at least once a year during the course of the Performance Review Meetings. Any changes which need to be made will be signed off by the responsible Senior Management Team member, and People & Capability.

Person Specification

Service Manager (Residential Adult)

Education and Qualifications

You will have minimum L7 Clinical Qualification and professional registration under the HPCA Act/SWRB Act (Social Work, Nurse, OT). Ideally you will also hold a relevant post-graduate qualification, be engaged in or agree to begin PG study.

Technical or Professional Knowledge, Skills and Experience

Clinical	<ul style="list-style-type: none"> • At least 5 years' experience within a clinical health or social service setting. • Have established networks within the local community which can enhance best practice and develop effective means to liaise and partner with key stakeholders. • Have an affinity for MH recovery using community as the therapeutic context
Leadership	<ul style="list-style-type: none"> • Held a position of leadership or at least senior practitioner level within the past two years for minimum of three years duration – preferably in the MH environment • Shows ability to motivate and inspire a team to higher level of performance and best practice.
IT and Internet systems	<ul style="list-style-type: none"> • Competent knowledge of office software systems e.g. Microsoft Office (Word, Excel, Power Point), E-mail, and exposure/awareness to Case Management systems, with the ability to support staff in these applications. • Confident using the Internet and web tools.
Administration	<ul style="list-style-type: none"> • Ability to co-ordinate administrative functions to ensure timely reporting • Demonstrates short, medium and long-term service planning capability, with managed follow up processes

General Competencies (behaviours) and attributes

Alignment to Core Values	<ul style="list-style-type: none"> • Personal alignment to the vision, mission and core values of SST reflect through a personal faith journey • Demonstrate commitment to SST core values of Faith / Growth / Respect / Relationship / Service Effectiveness through respect for and ability to work within the SST mission, principles and Christian ethos • Ability to promote a work culture based on Christian values and encourage where appropriate the Christian faith journey of all staff and service users
---------------------------------	--

<p style="text-align: center;">Teamwork</p>	<ul style="list-style-type: none"> • Maintains healthy team relationships that positively influence client and organisational culture; especially conflict management; personality differences and the importance of positive relationships to achieve outcomes • Aligns with team's values and composition; aware of own strengths and how they affect others in the team • Works collaboratively • Ability to delegate tasks whilst maintaining responsibility for the final result • Demonstrates professional & pastoral support for staff • Ability to plan work programmes for staff
<p style="text-align: center;">Work Progress</p>	<ul style="list-style-type: none"> • Good time management and ability to self-direct, manage and set priorities • Can implement own and others' ideas • Committed to Quality Improvement
<p style="text-align: center;">Communication</p>	<ul style="list-style-type: none"> • Develops rapport easily; addresses issues positively; competent in verbal and written communication • Able to provide input into strategic and sensitive issues • Shares Knowledge • Communication - strategically uses communication to produce enthusiasm and foster an atmosphere of open exchange and support • Excellent and accurate numeric, written and oral communication
<p style="text-align: center;">Adaptability</p>	<ul style="list-style-type: none"> • Is aware of changes in service delivery needs from funder and adjusts strategies to reach a result • Has a professionally developed intuition around clients, their needs and life context • Problem solver – assesses situations, decides on a course of action and implements this • Able to think/contribute across workflow tasks – Strategic, Tactical, Operational and Administrative
<p style="text-align: center;">Personality</p>	<ul style="list-style-type: none"> • Attitude – Compassionate and Caring / Honest / Optimistic / Professional / Resilient / Flexible • Tact / Discretion / Confidentiality • Excellent ability to problem solve • Good health and fitness • Sense of humour • Teachable – desire to learn and apply best practice