

# Service Manager



**MASH Trust is an innovative provider of health and disability support services in the lower North Island based in Palmerston North, supporting over 2000 people and whanau**

<b>REPORTS TO</b>	National Manager
<b>DIRECT REPORTS</b>	Service Coordinators and/or Home Coordinators, Support Workers
<b>DELIVERY AREA</b>	Disability Community
<b>DELEGATIONS</b>	Tier 4 In accordance with current delegations policy
<b>SALARY BAND</b>	\$80 - \$100k dependent on experience
<b>HOURS OF WORK</b>	80 hours per fortnight
<b>LOCATION</b>	MASH Trust, 180 Cuba Street, Palmerston North
<b>ROLE PURPOSE</b>	<p>To ensure the future direction and allocation of resources to areas that align with our strategy, to help us achieve our goals and drive sustainable growth.</p> <p>To operate collaboratively and across functions as one team to tackle the challenges and optimise the opportunities in front of us together.</p> <p>To respond to opportunities to grow and expand services across MASH's operational areas.</p> <p>The Service Manager has responsibility for the operational management of the Disability Community services across MASH's operating areas.</p>
<b>PROGRAMMES TEAM PURPOSE</b>	<p>As a member of the MASH Programmes Team (PT), you will play a key role in shaping MASH service delivery to meet the needs of an evolving sector.</p> <p>The PT is responsible for operationalising the MASH Quality Framework and The MASH Way in all aspects of service delivery to meet the changing expectations, needs and aspirations of the people we support and to ensure MASH remains a partner of choice for our funders and stakeholders.</p> <p>The Team will drive operational efficiency and compliance with statutory requirements, while also being focused on the future and the changes needed to continuously improve delivery of quality, people-centric services.</p> <p>By leading for the future, living the MASH values, delivering operational excellence, and being connected with stakeholders, this role will contribute to the continued growth of MASH's reputation and influence.</p>

## MASH TRUST MISSION

*Working together to achieve great lives*

## OUR VALUES

<b>Relationships</b>	Build open relationships based on honesty and respect
<b>Communication</b>	Communicate with an open mind and heart
<b>Mana</b>	Recognise and promote the mana and strengths of the individual
<b>Opportunities</b>	Take opportunities to learn and grow together
<b>Believe</b>	Believe that together we will make a difference
<b>Fun</b>	Make fun a goal

## KEY RELATIONSHIPS

### Internal:

- ▶ Senior leadership team and ELT
- ▶ Other MASH Managers and staff

### External:

- ▶ Te Whatu Ora Health New Zealand, Te Aka Whai Ora Māori Health Authority, Whaikaha Ministry of Disabled People, Kairanga Ora, Health professionals and providers
- ▶ Community Health Teams
- ▶ Family/Whānau and Tangata Whenua
- ▶ Contractors, Suppliers and other stakeholders supporting service delivery

## KEY RESULT AREAS

Key Accountabilities	Tasks	Performance Measures
<b>Organisation Service Design and Development:</b> This function focuses on creating and improving services that meet the needs of the 'customer' (internal and external), whānau and our funders. It involves understanding peoples' needs through research, analysis and voice, co-designing, testing and validating service offerings (considering factors such as features, pricing, delivery channels, and user experience), development and implementation of the service.	<ul style="list-style-type: none"><li>• Test new services</li><li>• Implement new services</li></ul>	

<p><b>Service Growth and Development:</b> This function focuses on identifying and developing opportunities to expand or evolve existing services, to enhance reach, quality and outcomes for the people we support. Throughout the service lifecycle, the function monitors service performance, gathers consumer feedback, and incorporates continuous improvement initiatives to enhance service quality and the satisfaction of the people we support.</p>	<ul style="list-style-type: none"> <li>• Provide performance reports to funders and SLT</li> <li>• Expand and evolve existing services</li> </ul>	
<p><b>Regional Connectivity Management:</b> This function focuses on establishing and maintaining strong connections, partnerships, and collaborations within a specific region or geographic area. It involves facilitating communication, knowledge sharing, and coordination among various stakeholders to ensure seamless service delivery, promote initiatives, and address the unique support needs of the local population.</p>	<ul style="list-style-type: none"> <li>• Establish and maintain strong sector relationships and partnerships across a regional area</li> <li>• Communicate, share knowledge, promote MASH initiatives and represent MASH in the regional area</li> </ul>	
<p><b>Consumer and Whanau Information:</b> This function focuses on providing relevant and accurate information to the people we support and their whanau to support informed decision-making regarding their goals and needs. It involves the creation, dissemination, and accessibility of resources that empower them to make educated choices and enable good lives.</p>	<ul style="list-style-type: none"> <li>• Provide relevant, accurate information to the people we support</li> <li>• Disseminate and make accessible resources that empower people to make educated choices and enable good lives</li> </ul>	

<p><b>Service Vacancy Management:</b> This function focuses on the monitoring, management and reporting of vacancies in residential homes. It involves maintaining an accurate inventory of available beds, coordinating access, and optimising the occupancy rates. It includes communication with people we may support, referrers and funders, and regular reporting on vacancies.</p>	<ul style="list-style-type: none"> <li>• Monitor, manage and report on vacancies in regional area</li> <li>• Maintain an inventory of available beds and coordinate access to optimise occupancy rates</li> <li>• Communicate with the people we support and their supporters</li> <li>• Communicate with referrers and funders</li> </ul>	
<p><b>Referral Management:</b> This function focuses on obtaining and receiving referrals. It involves actively seeking and receiving referrals from external sources or organisations for individuals in need of MASH services. It involves establishing strong relationships with referring entities, evaluating the appropriateness of referrals, coordinating the intake process, and ensuring smooth transitions for individuals entering the organisation's services.</p>	<ul style="list-style-type: none"> <li>• Actively seek and receive referrals and manage the entry to services</li> <li>• Maintain strong relationships with referrers and other community agencies</li> </ul>	
<p><b>Service Delivery:</b> This function focuses on the coordination and provision of high quality services to the people we support, and delivery of services internally within the organisation. It plays a vital role in establishing and maintaining positive relationships with the people we support (and across MASH teams), implementation and execution of service activities, adhering to established standards, continuously improving service processes, enhancing the overall reputation of the organisation, and differentiating MASH from other providers.</p>	<ul style="list-style-type: none"> <li>• Coordination and provision of high quality services to the people we support</li> <li>• Establish and maintain positive relationships with the people we support and across MASH teams</li> <li>• Adhere to MASH standards</li> </ul>	

<p><b>Service Documentation Creation:</b> This function focuses on creating and maintaining accurate and comprehensive documentation related to service delivery. It involves capturing and documenting essential information, processes, and outcomes to support effective service provision, quality assurance, and regulatory compliance.</p>	<ul style="list-style-type: none"> <li>• Maintain accurate and comprehensive documentation related to service delivery</li> <li>• Capture and document essential information, processes, and outcomes to support effective service provision, quality assurance, and regulatory compliance</li> </ul>	
<p><b>Rostering Management:</b> This function focuses on the process of creating and managing work schedules of staff, to support the optimal allocation of resources. It involves, shift planning, understanding employee constraints, workload distribution, compliance and fairness, and roster communication.</p>	<ul style="list-style-type: none"> <li>• Create the staff work schedules for the Rostering team to implement</li> </ul>	
<p><b>Service Exit Management:</b> This function focuses on processes that support the effective and efficient transition and exit of the people we support from MASH services, including associated support services that enable this process. It involves facilitating the exit process, coordinating necessary documentation and support services, and ensuring appropriate follow-up or referrals.</p>	<ul style="list-style-type: none"> <li>• Facilitate the exit process of the people we support from MASH services</li> <li>• Identify and complete necessary documentation and support services to ensure a smooth exit</li> </ul>	
<p><b>Consumer and whanau complaints management:</b> This function focuses on effectively addressing and resolving complaints from consumers and their whanau regarding the services provided by the organisation. It involves establishing a structured process for complaint handling, ensuring timely response and resolution, and using feedback to drive improvements in service delivery.</p>	<ul style="list-style-type: none"> <li>• Investigate complaint and resolve, feedback recommendations to enhance service quality</li> </ul>	

<p><b>Enabling Service Environment:</b> This function focuses on ensuring the service has the necessary resources and infrastructure to support service provision and deliver high-quality services effectively and efficiently.</p>	<ul style="list-style-type: none"> <li>• Identify and manage any gaps in services</li> </ul>	
<p><b>New Opportunity Management and Innovation:</b> This function focuses on proactively identifying and capitalising on potential opportunities for growth, innovation and success, aligned with the MASH strategy and future direction. It involves horizon scanning, opportunity identification and prioritisation, feasibility analysis, and business case development.</p>	<ul style="list-style-type: none"> <li>• Identify opportunities and report to National Manager and be a part of service opportunities for the geographical region</li> </ul>	
<p><b>Procurement:</b> This function focuses on managing the process of acquiring goods, services, and resources required by the organisation to support its operations. It involves strategic sourcing, vendor management, contract negotiation, and ensuring value for money in procurement activities.</p>	<ul style="list-style-type: none"> <li>• Procurement of goods, services and resources to support day to day operations, within delegations</li> </ul>	
<p><b>Te Tiriti O Waitangi:</b> This function focuses on MASH's commitment to honouring the Te Tiriti principles of Rangatiratanga, equity, active protection, options, partnership. It involves building reciprocal relationships and partnerships with Māori, including the Kahu Whakaruru (internal Maori caucus) to support the delivery of equitable access and outcomes for Māori and their whanau.</p>	<ul style="list-style-type: none"> <li>• Support the delivery of equitable access and outcomes for Māori and their whanau</li> <li>• Build reciprocal relationships and partnerships with Māori</li> <li>• Honour the Te Tiriti principles of Rangatiratanga, equity, active protection, options, partnership</li> </ul>	

<p><b>Financial Management:</b> This function includes a range of activities that involve the planning, control and monitoring of financial resources. It includes financial planning, budgeting, financial control, cashflow management, financial analysis, investment and capital budgeting, risk management and reporting, and compliance.</p>	<ul style="list-style-type: none"> <li>• Develop and plan budgets in conjunction with Finance Team</li> <li>• Manage and oversee budgets within area of responsibility</li> <li>• Align to financial policies and procedures</li> </ul>	
<p><b>Health &amp; Safety Management:</b> This function focuses on safeguarding the health, safety and wellbeing of staff, the people we support, and visitors, preventing workplace accidents, injury or illness and managing potential hazards. It identifies and mitigates potential hazards and risks, develops and implements policies, procedures and guidelines, conducts regular inspections and risk assessment, monitors compliance, provides training and education, investigates incidents, and reports and promotes awareness and understanding of practices.</p>	<p><i>For Self:</i></p> <ul style="list-style-type: none"> <li>• Work safely and take responsibility for keeping self and colleagues free from harm</li> <li>• Report all incidents and hazards promptly</li> <li>• Know what to do in the event of an emergency</li> <li>• Cooperate in implementing return to work plans</li> </ul> <p><i>For Team:</i></p> <ul style="list-style-type: none"> <li>• Inform, develop, and equip staff to carry out their work safely</li> <li>• Ensure prompt and accurate reporting and investigation of all workplace incidents and injuries</li> <li>• Assess all hazards promptly and ensure they are managed</li> <li>• Cooperate in implementing return to work plans</li> </ul>	
<p><b>People, Culture and Wellbeing:</b> This function focuses on attracting, developing and retaining a talented and engaged workforce. It includes talent acquisition, staff engagement and retention, performance management, learning and development, staff wellbeing, remuneration and reward, employment relations, and industrial relations.</p>	<ul style="list-style-type: none"> <li>• Attract top talent to MASH</li> <li>• Recruit new staff</li> <li>• Onboard new staff</li> <li>• Engage and retain staff</li> <li>• Manage staff performance, learning and development</li> <li>• Support processes that support staff wellbeing</li> </ul>	

## PERSON SPECIFICATION

The ideal applicant for this position will be able to fulfil the following criteria

## Required competencies

A successful Service Manager at MASH Trust will demonstrate the following competencies:

THOUGHT	Decision quality	<ul style="list-style-type: none"> <li>▶ Make sound decisions, even in the absence of complete information.</li> <li>▶ Rely on a mixture of analysis, wisdom, experience, and judgment when making decisions.</li> <li>▶ Consider all relevant factors and uses appropriate decision-making criteria and principles.</li> <li>▶ Recognize when a quick 80% solution will suffice. Able to complete tasks by specified deadlines</li> </ul>
	Business insight	<ul style="list-style-type: none"> <li>▶ Know how businesses work and how organisations make money.</li> <li>▶ Keep up with current and possible future policies, practices, and trends in the organisation, with the competition, and in the marketplace.</li> <li>▶ Use knowledge of business drivers and how strategies and tactics play out in the market and guide actions.</li> </ul>
	Customer focus	<ul style="list-style-type: none"> <li>▶ Gain insight into customer needs.</li> <li>▶ Identify opportunities that benefit the customer.</li> <li>▶ Build and delivers solutions that meet customer expectations.</li> <li>▶ Establish and maintains effective customer relationships.</li> </ul>
RESULTS	Ensure accountability	<ul style="list-style-type: none"> <li>▶ Follow through on commitments and makes sure others do the same.</li> <li>▶ Act with a clear sense of ownership.</li> <li>▶ Take personal responsibility for decisions, actions, and failures.</li> <li>▶ Establish clear responsibilities and processes for monitoring work and measuring results.</li> <li>▶ Design feedback loops into work.</li> </ul>
PEOPLE	Build effective teams	<ul style="list-style-type: none"> <li>▶ Form teams with appropriate and diverse mix of styles, perspectives, and experiences.</li> <li>▶ Establish common objectives and a shared mindset.</li> <li>▶ Create a feeling of belonging and strong team morale.</li> <li>▶ Share wins and rewards team efforts.</li> <li>▶ Foster open dialogue and collaboration among the team.</li> </ul>
	Build networks	<ul style="list-style-type: none"> <li>▶ Build strong formal and informal networks.</li> <li>▶ Maintain relationships across a variety of functions and locations.</li> <li>▶ Draw upon multiple relationships to exchange ideas, resources, and know-how.</li> </ul>



	Drive vision and purpose	<ul style="list-style-type: none"> <li>▶ Talk about future possibilities in a positive way.</li> <li>▶ Create milestones and symbols to rally support behind the vision.</li> <li>▶ Articulate the vision in a way everyone can relate to.</li> <li>▶ Create organisation-wide energy and optimism for the future.</li> <li>▶ Show personal commitment to the vision.</li> </ul>
	Communicate effectively	<ul style="list-style-type: none"> <li>▶ Is effective in a variety of communication settings: one-on-one, small, and large groups, or among diverse styles and position levels.</li> <li>▶ Attentively listens to others.</li> <li>▶ Adjusts to fit the audience and the message.</li> <li>▶ Provides timely and helpful information to others across the organization.</li> <li>▶ Encourages the open expression of diverse ideas and opinions.</li> </ul>
SELF	Instil trust	<ul style="list-style-type: none"> <li>▶ Follows through on commitments.</li> <li>▶ Is seen as direct and truthful.</li> <li>▶ Keeps confidences.</li> <li>▶ Practices what is preached.</li> <li>▶ Shows consistency between words and actions.</li> </ul>
	Situational adaptability	<ul style="list-style-type: none"> <li>▶ Picks up on situational cues and adjusts in the moment.</li> <li>▶ Readily adapts personal, interpersonal, and leadership behaviour.</li> <li>▶ Understands that different situations may call for different approaches.</li> <li>▶ Can act differently depending on the circumstances</li> </ul>

## Required experience/qualifications

### Job Specific Knowledge and Skills:

- ▶ Inspirational leadership
- ▶ Cultural awareness
- ▶ Drives vision, values and purpose
- ▶ Experience in networking and engaging with a variety of stakeholders across a region
- ▶ Strong communication skills
- ▶ Team building skills
- ▶ Strong organisational skills and time management
- ▶ Proven problem-solving ability

### Job specific experience:

- ▶ Significant experience in working within a leadership role
- ▶ Understands MASH business
- ▶ People and management experience of a service in Health and Disability
- ▶ An understanding of cultural issues, tikanga and te Tiriti o Waitangi and its implications for MASH
- ▶ Knowledge and understanding of the needs of people with disabilities and an empathy for the communities in which MASH operates
- ▶ Ensures accountability
- ▶ Builds strong customer centric solutions

#### Qualifications and other requirements:

- ▶ Relevant tertiary qualification or 5 years' experience in a similar role
- ▶ Strong Communication skills
- ▶ Experience in managing budgets
- ▶ Flexibility – hours and working locations as needed
- ▶ Report writing skills
- ▶ Business planning and implementation of plans
- ▶ Understanding of systems and processes
- ▶ Ability to manage difficult conversations
- ▶ Excellent time management
- ▶ Working in an agile and flexible manner
- ▶ An understanding of the Health and Safety of workers

#### Relationship building skills:

- ▶ Able to build rapport with the people we support and their supporter
- ▶ Rapport with colleagues for shared vision
- ▶ Builds strong effective networks

## AUTHORISATION AND ACKNOWLEDGEMENT

The information contained in this position description is intended to describe the nature and level of work to be performed. This is not considered an exhaustive list of all the responsibilities, duties or skills required in the role.

This position description may be subject to change from time to time. Any such reorganisation of duties shall be the subject of discussion with the position incumbent.

Signing this position description indicates agreement and acceptance of the contents and conditions.

Acknowledged/ Accepted:

Employee

Date

Manager

Date