

Title	<i>District Chief Medical Officer</i>		
Role ID	TBC		
Reports To	Group Director Operations, dotted reporting line to Regional CMO		
Location	Greater Wellington Region		
Business Group	Hospital and Specialist Services/Clinical Leadership		
People	Direct Reports: TBC	Indirect Reports: TBC	
Budget	Opex: TBC	Capex: TBC	
Delegated Authority	HR: TBC	Finance: TBC	
Job Band	ASMS base salary plus allowance	Tier	4
About the Role	<p><i>The District Chief Medical Officer (CMO) forms part of the district senior leadership team and provides clinical partnership to the GDO and other operational colleagues to ensure the clinical voice is heard in senior decision making. The key focus of the role is to</i></p> <ul style="list-style-type: none"> <i>Provide strong, visible, inclusive professional and clinical leadership, and to motivate and inspire medical colleagues, and the wider health workforce.</i> <i>Be collectively responsible as part of the district leadership team, for the delivery of safe, high quality, compassionate patient care, clinical strategies and achievement of Te Whatu Ora goals including the management of health resources, as it relates to the medical workforce, collaborating with colleagues to achieve this.</i> <i>Ensure interprofessional partnership in all levels of decision making, driving a ‘whole of system’ approach, enabling reduced variation and consistent services at district and regional level and supporting reduced variation nationally.</i> <i>Collaborate with other clinical chiefs, leaders and management to develop and sustain strong clinical governance functions, creating an environment where clinical excellence will flourish.</i> <i>Provide clinical leadership and management of any clinical leaders reporting to them as CMO.</i> <i>Take a ‘whole of system’ approach to preventative services and integrated care delivery, by working collaboratively with other clinical leaders, across regions, community, operational and enabling functions whilst enabling equity for Māori, Pacific, people with disabilities, and other communities.</i> <i>Work in partnership with GDO and other professional leaders to ensure equitable, safe, skilled, compassionate care and support is delivered in an integrated manner across the health system and wider to the community served.</i> <i>Provide medical leadership in developing the healthcare system, especially in the domains of Patient Safety, Patient Experience, Standards and Measurement, and Compliance.</i> <i>Be responsible for ensuring ongoing safe delivery of clinical care for the community, ensuring all risks and significant issues are managed, working with interprofessional colleagues, including leading the management of at-risk services.</i> 		
Key Result Areas	Expected Outcomes		
Clinical Leadership	<ul style="list-style-type: none"> Responsible for providing clinical (medical) expertise to colleagues and other clinical staff to support the ongoing development of clinical and professional expertise at district level. Provide clinical leadership and innovative thinking to ensure improved quality, models of care and clinical practice both at a district and regional level. Responsible for supporting their district GDO and leadership team to retain a clear focus on patient safety and active engagement in clinically driven clinical services planning. 		

	<ul style="list-style-type: none"> • Building and maintaining a culture of clinical and professional excellence aligned to Te Mauri o Rongo (Health Charter). • Responsible for working in an interprofessional way with other leaders. • Provide strategic input into the local, district (if different), regional, and national planning processes. • Lead and support the development of a high quality, sustainable workforce which includes progressively increasing the proportion of Māori and Pacific kaimahi, to better reflect the populations we serve. • Responsible for identifying clinical risks and issues to ensure they are appropriately managed mitigated and escalated.
<p>Operational Leadership</p>	<ul style="list-style-type: none"> • Recognize the need to adapt systems and functions for the local context where flexibility is needed, because the full spectrum of clinical options is not available. • Partner with the GDO to ensure operational decision making considers patient safety and professional considerations for the medical workforce. • Partner with the GDO and other clinical leaders to support service continuity and emergency response actions. • Be jointly accountable for ensuring national priorities for services are incorporated into the operational programme. • Contribute to the development of services and service planning that is aligned to meeting national health targets and improving health outcomes. • Drive improvement in service planning, development and delivery of local and regional operationally enabled clinical services plans. • Accountable for overseeing the medical workforce distribution, including appropriate staffing levels within budget and promoting staff wellbeing. • Support staff recruitment and appointment processes to ensure they align with the clinical services plans and support service continuity. • Responsible for managing or maintaining an overview of credentialing process and continuing professional development. • Responsible for working with tertiary education partners to support undergraduate education in the clinical workplace. • Ensure support, leadership and resourcing for pre-vocational training aligned with the Medical Council of New Zealand standards. • Support vocational training ensuring the maintenance of accreditation for relevant training programs. • Support Senior Medical Officers to ensure they achieve Medical Council of New Zealand requirements for continuing professional development. • Act as a local spokesperson and trusted voice for local communications and media opportunities, where local clinical connections are required. • Act as trusted voice supporting consumer engagement. • Accountable, as part of the district leadership team, for managing allocation of resources and expenditure to ensure the organisation's goals and objectives are met or exceeded. • Accountable to the GDO to ensure FTE allocation for Drs across the district is managed. • Accountable as part of the district leadership team to ensure overall achievement of annual business plans. • Accountable as a part of the district leadership team to identify and promote sustainable outcomes as a key requirement in all strategies and organisational goals. • Collaborate to ensure high quality medical research is encouraged and supported at the district level, as required. • Provide system leadership and direction to leverage medical workforce and systems capability by optimising opportunities to improve patient experience and professional standards and safety across the whole continuum of care. • Lead strike planning for the district when required.
<p>Professional Leadership</p>	<ul style="list-style-type: none"> • Lead the provision of professional advice and ensure the district is aligned with the strategic direction and planning priorities for the provision of services. • Responsible for oversight of the medical delivery model within the district. • Provide professional role modelling and mentorship. • Models safe, skilled and compassionate care for patients, communities and colleagues from all disciplines, to enhance organisational culture.

	<ul style="list-style-type: none"> • Maintain an overview of clinical/professional issues and trends and be responsible for implementing responsive action plans. • Work with the regulator (The Medical Council of New Zealand), to fulfill statutory obligations at district level, including registration, supervision, orientation, accreditation and addressing competence and conduct issues. • Responsible for maintaining an overview of both the undergraduate and postgraduate training programs, supporting excellence of training and safe care for patients and trainees. • Provide professional advice and direction into Human Resource, Employee Relations and Industrial Relations activities as they relate to the profession ensuring professional and patient safety standards are met. • Oversee and manage serious conduct and competence issues, via direct involvement or delegation. • Provide leadership in the form of advice, coaching and support for local leaders, with a view to succession planning and cross cover of leadership roles.
Clinical Governance	<ul style="list-style-type: none"> • Responsible for ensuring a robust and high functioning clinical governance process is in place for the district driving quality improvement, risk management and quality and safety monitoring. • Provide leadership within the district clinical governance group, linking to Regional Integrated Clinical Governance as appropriate and ensuring District processes align with national frameworks. • Lead on the delivery of actions relating to clinical governance, where appropriate. • Support development of a learning system using findings and recommendations from clinical governance activities and linking with evidence-based practice, research and innovation. • Responsible for sharing clinical governance best practice across primary, community and non-governmental organisation partners. • Provide leadership on district level complaint and serious adverse event review processes, including oversight of responses to statutory authorities (i.e. the Health and Disability Commissioner, the Coroner's Office etc.). • Provide leadership on district level strategic insights and learning from complaint and serious adverse event responses to identify system safety improvements. • Support policy, procedure and guideline development, sharing and implementation of both local and national controlled documents. • Contribute to information management and data governance systems, collaborating with relevant colleagues to ensure appropriate clinical considerations are made. • Champion the Code of Expectations for health entities' engagement with consumers and whānau. • Partner with consumers, communities and priority populations to design and deliver equitable health services.
Portfolio Role	<ul style="list-style-type: none"> • Hold a portfolio role, which extends beyond just their immediate district duties. For instance, input into regional or national programmes of work with relevant networks and/or groups to support wider connections and/or working across the breadth of Health New Zealand and the community it serves, to address specific areas or challenges. • Portfolios will be determined through mutual agreement, taking into account the requirements of the organisation and skill set of the individual.
Clinical Practice	<ul style="list-style-type: none"> • Depending on the requirements of the specific Chief role and personal preference – a portion of time (FTE) can be allocated to continuing clinical practice. This is encouraged.

Key Result Areas	Expected Outcomes for all Health New Zealand - Te Whatu Ora Leaders
People and Culture	<ul style="list-style-type: none"> • Leads a culture that enables employees to learn and grow to deliver responsive and trusted services, ensuring career growth and development, and supporting Te Whatu Ora to be seen as a preferred employer • Acts as an ambassador for the values and behaviours of the desired organisational culture, Te Mauri o Rongo¹, ensuring unification of diverse individuals and teams whilst supporting positive local cultures to be retained and strengthened, and driving performance through effective teamwork and empowerment to achieve current and future service delivery

¹ Health Charter

	<ul style="list-style-type: none"> Leads and develops the team in their district, so Te Whatu Ora has the skills and performance outcomes it requires now and for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities, and others Supports the development of a high-quality training environment throughout the organisation, which recognises local and regional workforce requirements.
Strategic Health Outcomes	<ul style="list-style-type: none"> Works collaboratively with other business units and across sectors, to collectively contribute to the strategic health outcomes outlined in the Pae Ora (Healthy Futures) Act 2022². Supports compliance with the code of expectations for consumer engagement Te Tiriti o Waitangi – is focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori. Supports tangata whenua and mana whenua led change to deliver mana motuhake and Māori self-determination in the design, delivery, and monitoring of health care. Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership, and te ao Māori is reflected in all that we do.
Planning, direction, and operational management	<ul style="list-style-type: none"> Thinks, plans, and acts strategically. Engages their team in the vision and positions the team to meet current and future needs Leads the development and implementation of strategies, plans, frameworks for their team, function, or business unit performance, and drives performance and delivery against objectives Business planning, monitoring, and reporting, budget, and resource management effectiveness.
Achieving Equitable Outcomes	<ul style="list-style-type: none"> Role models a change in the way we work to improve health outcomes, equity for Māori, as well as Pacific People, Whaikaha, and other groups, that achieves the goals of Pae Ora Leads the team's equity commitments to achieve business unit's equity outcomes Develops a culturally safe workforce, reflecting our diverse community, and better understanding own cultural perspectives to bring awareness and how this may unconsciously impact interactions and service delivery, to advance work across a range of social contexts. Including, to partner effectively with Manatū Hauora and other relevant agencies in advancing Māori health aspiration and outcomes.
Collaboration and Relationship Management	<ul style="list-style-type: none"> Builds mutually beneficial partnerships internally and externally with inter-dependent stakeholders across different organisational and community representation including hapu and iwi, required to achieve sustainable performance outcomes Works with peers in Hauora Māori Service Directorate and Pacific Health Business Unit, and others, to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services Role models effective team player behaviour and works to support inclusive, productive interactions and service delivery by actively breaking-down silo thinking and behaviour, especially at decision making level, to allow for best work. Collegially supports others to do the same.
Health & Safety, Compliance and Reporting	<ul style="list-style-type: none"> Takes all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes Ensures active management and compliance with all relevant statutory, safety and regulatory requirements applicable to the team Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place Understands, and operates within the financial and operational delegations of their role, ensuring peers and team members are also similarly aware.

² The explicit purpose of the Act is to: protect, promote, and improve the health of all New Zealanders; achieve equity in health outcomes among New Zealand's population groups, including by striving to eliminate health disparities, in particularly for Māori; and build towards pae ora (healthy futures) for all New Zealanders.

Key Relationships

External stakeholders

- Minister's offices
- Private, Primary and Community providers
- Manatu Hauora
- Regulatory authorities
- Relevant Unions and Medical Colleges
- New Zealand Tertiary Education providers
- Other health & social sector agencies
- Government and Public sector agencies e.g. Local Government, District Commissioner MSD, Education, Police etc.
- Community based consumer and advocacy organisations

Internal stakeholders

- National CMO (dotted reporting line)
- Local Chiefs/Directors across system
- Chiefs and Directors AHST, Nursing, Midwifery, MH&A
- Regional Medical staff
- District leadership team
- General Managers
- Service Managers
- Team Managers & Leaders
- Te Whatu Ora Delivery business groups clinical and operational leadership, enabling functions e.g. P&C, D&D
- GDOs and Deputy CEO
- Clinical Governance groups
- National clinical networks
- Regional Leadership team
- Service Delivery Networks

Essential Requirements

Experience

- Significant clinical leadership experience, commensurate with the high level of responsibility this role entails
- A registered medical professional who has extensive experience in and knowledge of the health sector
- Current vocational or general registration in any clinical discipline, which can include fellowship of Royal Australasian College of Medical Administrators
- In depth knowledge and experience related to the breadth of clinical service provision in New Zealand
- In depth experience in and knowledge of clinical quality and best practice and improving care delivery
- Proven ability to provide appropriate professional advice to a range of team members in relation to clinical and operational skills and practice
- Demonstrated ability to overview the clinical practice of team members to ensure the needs of both patients and Health New Zealand / Te Whatu Ora are met
- Extensive knowledge and understanding of the hospitals, the local community they serve, and wider issues impacting on the ability of a district to deliver safe, effective care
- Relevant experience in providing advice, making decisions and problem solving in ambiguous and complex environments
- Has demonstrated experience in developing and maintaining, relationships across the health system
- Clinical knowledge base and solid understanding of clinical practice across professional groups and clinical settings
- Knowledge and understanding of clinical performance systems and measures
- Has demonstrated experience with quality improvement processes and quality risk management
- Has appropriate financial literacy of healthcare system
- Ability to collaborate in development of successful business cases for investment
- Experience in complex project management
- Experience leading quality improvement initiatives.

Knowledge, Skills, and Attributes

- Excellent communication and interpersonal skills including the ability to negotiate, resolve conflict and positively influence and motivate others
- Is a problem solver and system thinker who can effectively mitigate a wide range of risks and issues

	<ul style="list-style-type: none"> • Is approachable and models professional behaviours, with a collegial attitude and desire to work with others to achieve results and share knowledge and expertise to support the growth of the team • Pae Ora & Te Tiriti o Waitangi - demonstrates an understanding of Pae Ora (Healthy Futures) Act 2022, the significance, and obligations of Te Tiriti o Waitangi, including how to give effect to these expectations in a meaningful way, and the commitments to equity and priorities of Wai2575. Have an appreciation of cross-cultural matters, including knowledge of tikanga Māori (or a willingness to learn) • Leadership and management – Has the ability to think, plan and act strategically and to connect with and inspire people to build a highly motivated and engaged workforce. Demonstrates inclusive leadership and management skills able to maximise the quality and contributions of individuals and teams to drive outcomes • Communication and relationship effectiveness – demonstrates mature communication and interpersonal skills, including the ability to write and present in a clear, persuasive, and impactful way, to influence others to embrace change, and to develop, unify and maintain strong internal and external relationships essential for achieving sustainable outcomes • Planning and direction – can maintain oversight of work responsibilities, to identify business / project requirements, to develop / contribute to strategies, to plan, prioritise, delegate, and organise work to deliver on short and long-term objectives across the breadth of the role • Operational management – can monitor and analyse performance to ensure the quality of work, identify areas of improvement, problem solve, and make sound decisions to achieve goals • Continuous improvement – demonstrates an openness and respect for the views of others, and an ability to model an agile³ approach that creates a culture where individuals at all levels bring their ideas and issues for constructive debate and finding improved ways forward. Has networks to support current knowledge of leading practices • Dealing with ambiguity – demonstrates that they are comfortable with navigating change and can work effectively in an environment of uncertainty • Financial management – has a solid understanding of medical financial management, including budgeting, forecasting, and cost management • Compliance and risk management - demonstrates an understanding of organisational risk and compliance, legal and regulatory requirements regarding relevant regulations and standards in New Zealand, to ensure compliance with these requirements.
<p>Education</p>	<ul style="list-style-type: none"> • Qualifications relevant to the clinical leadership area. (RACMA welcomed but not essential).
<p>Registrations and Certificates</p>	<ul style="list-style-type: none"> • Annual Practicing Certificate.