

## Position Description | Te whakaturanga ō mahi

### Te Whatu Ora | Health New Zealand

<b>Title</b>	General Manager - Mental Health, Addiction and Intellectual Disability Service (MHAIDS) Capital, Coast and Hutt Valley and Wairarapa Districts
<b>Reports to</b>	Group Director of Operations for Capital, Coast and Hutt Valley District
<b>Date</b>	3 February 2025
<b>Direct Reports</b>	7
<b>Location</b>	Capital, Coast and Hutt Valley and Wairarapa
<b>Department</b>	Hospital and Specialist Services, Te Whatu Ora Capital, Coast and Hutt Valley

### About Us

The Health System in Aotearoa is undergoing a transformation to realise the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

### Te Mauri o Rongo – The New Zealand Health Charter

In order to guide the culture, values, and behaviour expected of the health sector, Health New Te Mauri o Rongo provides common values, principles and behaviours through four Pou, to guide health entities and their workers, enabling a cultural transformation of the health sector. Te Mauri o Rongo fundamentally upholds a key system shift of the New Zealand health reforms to reinforce and embrace Te Tiriti and our obligations to it.

The pou are a platform and a foundation to empower a culture transformation, every person is guided to align themselves to the pou and enact the values and behaviours that the pou represent. Employers and employees are expected to uphold Te Mauri o Rongo in their work and environments as part of our commitment to achieving Pae Ora (healthy futures) for all.

It is fundamental that the four Pou of Te Mauri o Rongo are upheld by the health entities and their workforce.

<b>Wairuatanga</b>	The ability to work with heart	<i>“When we come to work, we are able and supported by others to be our whole selves. When we return home, we are fulfilled”.</i>
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<b>Rangatiratanga</b>	Ensuring that the health system has leaders at all levels who are here to serve	<i>“As organisations we support our people to lead. We will know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all”</i>
<b>Whanaungatanga</b>	We are a team, and together a team of teams	<i>Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. Together we are whānau, we are the workforce - kaimahi hauora”</i>
<b>Te Korowai Manaaki</b>	Seeks to embrace and protect the workforce	<i>“The wearer of the cloak has responsibility to act/embody those values and behaviours”</i>

## District Context

### Health New Zealand Hutt Valley and Capital & Coast District

Hutt Valley and Capital & Coast Districts cover the greater Wellington, Kāpiti and Hutt Valley region, providing hospital and health services in primary, secondary and tertiary healthcare services for a diverse and growing population of approximately 450,000 people.

As Districts, we work together in a close partnership to achieve the best possible outcomes in our communities. Patients, whānau, and communities are at the heart of all the work we do. We are values-based organisations that champion equity, and have a strategic focus on improving health outcomes for Māori, Pacific peoples, and the disability community. We actively lead and support our staff to apply the principles of Te Tiriti o Waitangi to their practice.

We are committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

The Mental Health, Addictions and Intellectual Disability Service (MHAIDS), is a core provider of care for and support for people with mental health, addictions and intellectual disability needs across Capital & Coast, Wairarapa and Hutt Valley District Health Boards.

In addition to its role locally, MHAIDS also delivers a number of services regionally and nationally across New Zealand, including regional forensic and rehabilitation services and the National Intellectual Disability Service.

MHAIDS is accountable to all three DHBs for the delivery of strategic outcomes and services to clients. As the lead DHB, Capital & Coast District Health Board is responsible for the day-to-day delivery and administration of MHAIDS.

Over 1,600 MHAIDS staff work within hospital environments and across the community.

## Accountability

As a member of the Capital Coast and Hutt Valley District Leadership Team, the General Manager has direct accountability to the Group Director of Operations for effective operational leadership and delivery of specialist mental health addiction and intellectual disability services across two Districts (Capital, Coast and Hutt Valley and Wairarapa) in partnership with the MHAIDS Executive Clinical Director.

### Expected Outcomes / Activities – In partnership with the Executive Clinical Director

- **Managing** operational delivery of MHAIDS services to meet set national, regional and local targets within allocated funding and approved budgets
- **Ensuring** the safe and effective delivery of contemporary high quality health and disability services within available resources.

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- **Delivering** effective and efficient services within allocated resources of time, people and money

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  - **Provide** services that are consistent and equitable across all districts so that tangata whai ora and whānau experience the same service irrespective of where they live.

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  - **Championing** change through the effective implementation of the MHAIDS Change Programme and other large scale service development initiatives.

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  - **Leading and engaging** across MHAIDS and the wider District and with key stakeholders throughout the New Zealand mental health, addiction and intellectual disability sector to build trust, common understanding and shared ownership.

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  - **Growing** the purpose and strategy for MHAIDS in the context of the broader health system as it relates to mental health.

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  - **Developing, contributing to and aligning system-wide** direction and plans and establishing clear priorities

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  - **Building** the people capability across the system and within the business to ensure plans and priorities are delivered effectively and efficiently.

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  - **Communicating** so that across MHAIDS, within the District across the health system people remain aligned with and informed about plans, priorities and progress.

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  - **Effectively managing** operational and clinical risks and escalating when required

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You will be employed by Health New Zealand Capital, Coast and Hutt Valley District (CCHV), however, you would be expected to work across Capital, Coast and Hutt Valley and Wairarapa Districts and maintain strategic relationships with the leaders of each District.

## My Role Responsibilities

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The General Manager will work in partnership with the MHAIDS Executive Clinical Director to deliver safe and effective specialist mental health, addiction and intellectual disability services across two districts that are person-centred, culturally responsive and supported by contemporary, multi-disciplinary models of care.

The General Manager will work with MHAIDS Senior Leadership Team (SLT) to ensure the most effective and efficient use of resources within a fiscally constrained environment.

As a member of the District Leadership Team, the General Manager will work alongside senior colleagues to measure, monitor and improve performance across. They will also provide strategic leadership by establishing and maintaining national, regional and local networks.

With MHAIDS providing district, regional and national services the General Manager is also required to develop strong, collaborative relationships with multiple external agencies and health providers, Māori, Pacific Peoples, people with disabilities and other communities that experience health disparities. They contribute to reducing inequalities in health and ensure that MHAIDS works effectively in the broader system.

Key Accountability	Deliverables / Outcomes
<b>Strategy, Change Management and Service Improvement</b>	<ul style="list-style-type: none"> <li>• Champions change, encouraging and fostering a multi-disciplinary and collaborative approach to management and development of health services across the district, and wider sub-regional and regional health system</li> <li>• Role models the values, demonstrating an exemplary standard of</li> </ul>

	<p>leadership and management across the district, building high levels of staff engagement, and enhancing health equity outcomes, sustainability and financial viability</p> <ul style="list-style-type: none"> <li>• Promotes and implements the Patient and Staff Safety Framework, ensuring safety standards and processes commensurate with a high achieving secondary and/or tertiary health service are implemented</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Provides contemporary, responsive and high-quality services to ensure delivery of agreed goals aligned with accountability areas, KPI's and Ministry of Health priorities</li> <li>• Ensures legal and contractual compliance within the portfolio by developing and leading systems to identify and manage risks</li> <li>• Monitors and measure key performance indicators to identify variances and report to the Group Director of Operations.</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Ensures that current and future resource needs are identified, prioritised and planned for</li> <li>• Develops and regularly monitors MHAIDS' strategic and operational plans, which support and enhance the overall mission and are aligned with the strategic plan of the organisation</li> <li>• Actively leads and/or contributes to the development of regional and national strategies and policies for continued development of quality service delivery frameworks that respond to consumer and community needs</li> </ul>
<b>Health Equity and Honouring Diversity</b>	<ul style="list-style-type: none"> <li>• Champions equity, and identifies opportunities to improve health outcomes, with specific focus on the needs of Māori, Pacific Peoples, and those with disabilities</li> <li>• Acknowledges differences by respecting different races, cultures, spiritual beliefs, cultural practices, people with disabilities, sexualities, political views and other ways in which people are themselves and live their lives and express themselves</li> <li>• Promotes the appointment and development of workforce that is reflective of the populations of each district</li> </ul>
<b>Staff Leadership</b>	<ul style="list-style-type: none"> <li>• Cultivates a values-based high performing team culture aligned to the vision and values of MHAIDS</li> <li>• Promotes a productive and engaged workforce by fostering an open and inquiring approach, welcoming innovation, quality improvement and service equity</li> <li>• Develops workforce capability through effective workforce planning and providing a work environment that enables people to work at full scope</li> <li>• Builds and maintains positive working relationships with staff, ensuring communication channels are open and transparent and facilitates timely communication between all staff within the service/s.</li> <li>• Champions equality and diversity in the workplace including the promotion of Te Tiriti o Waitangi</li> </ul>
<b>Service performance</b>	<ul style="list-style-type: none"> <li>• Ensures compliance with all quality, safety, legal and statutory organisational policy requirements</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensures high quality performance management of services to deliver increased productivity</li> <li>• Comprehensively manages the allocated resources</li> </ul>
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Maintains effective relationships with other clinical and operational leaders across the district</li> <li>• Works with other senior leaders across the Central Region to promote shared decision making, collaboration and consistency</li> <li>• Participates in national mental health and addiction General Managers and Clinical Directors forums and national meetings</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Ensures financial obligations are met and that all staff work within defined budget parameters</li> <li>• Manages physical, people and financial resources within budget parameters and existing resource allocations</li> <li>• Reports on budget position across MHAIDS, ensuring internal and external financial targets are achieved, including the delivery of savings targets</li> <li>• Has effective systems and controls in place to ensure adherence to delegations, budget limits and all policies</li> </ul>
<b>Workplace Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Exercises leadership and due diligence in Health and Safety matters and ensures the successful implementation of Health and Safety strategy and initiatives</li> <li>• Takes all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm</li> <li>• Places employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes</li> <li>• Leads, champions, and promotes continual improvement in health and wellbeing to create a healthy and safe culture</li> </ul>
<b>Te Tiriti o Waitangi</b>	<ul style="list-style-type: none"> <li>• Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori</li> <li>• 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</li> <li>• Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership</li> </ul>

## My Capability

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leading Leaders leadership focus. A person with this leadership focus is someone that has direct line management responsibilities for other leaders. Their core focus is to build and connect teams as well as grow and develop strong effective leaders.

Therefore, critical capabilities for this role are:

<b>Capability Area</b>	<b>Behavioural Descriptor</b>
<b>Cultural Responsiveness</b>	Works proactively with Māori to uphold the principles of Te Tiriti o Waitangi and implements the organisational vision of ensuring equitable outcomes for Māori.
<b>Managing vision and Purpose</b>	Communicates a compelling and inspired vision that energises the organisation around the shared sense of purpose and direction.
<b>Enhancing People Performance</b>	Improves performance and brings out the best in people; to deliver high quality results for patients.
<b>Enhancing Team Performance</b>	Builds cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
<b>Achieving Through Others</b>	Effectively delegates and maintains oversight of work responsibilities; to leverage the capability of people to deliver outcomes for the people we care for.
<b>Identifying and Developing Talent</b>	Encourages and supports diversity and builds the people capability required to deliver outcomes.
<b>Achieving Goals</b>	Demonstrates drive, optimism, and focus; to make things happen and achieve outcomes.
<b>Integrity and Trust</b>	Is widely trusted, values honesty and openness.
<b>Decision Quality</b>	Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement
<b>Dealing with ambiguity</b>	Can effectively cope with change, shift gears comfortably, decide and act without having the total picture, and handle risk and uncertainty
<b>Self-Aware</b>	Understands their impact on others and strengthen personal capability over time.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people inside and outside the organisation and is able to build constructive and effective relationships.
<b>Engaging others</b>	Shows composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
<b>Resilient and Adaptive</b>	Seeks and integrates ideas, information, and different perspectives.
<b>Honest and Courageous</b>	Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

## **My Qualifications, Experience, Knowledge, Skills**

### You will have

#### Essential:

- Relevant post graduate qualification in health, business or related field (a health or mental health professional qualification is preferred)
- At least 3-5 years' experience working at a senior management level in mental health, addiction and/or intellectual disability services
- Significant senior management experience with a track record of strategic leadership in a large and complex organisation, including the development of business/service plans
- A deep and demonstrated knowledge of the health sector and health funding models including proven expertise in commissioning of large and complex services
- A strong track record of managing complexity and risk whilst maintaining high standards of service delivery
- Demonstrated ability in building and maintaining effective, mutually beneficial relationships.
- Commercially astute, and experience in making independent financial and budgetary decisions.
- Proven ability to inspire and foster team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals
- Knowledge and experience of applying equity considerations in service design and delivery
- Experience of leading and implementing significant change to systems, processes and people
- Experience in introducing innovation and service development initiatives
- Full NZ Driver's License

### You will be able to

#### Essential:

- Someone who will be respected as a peer who has the wisdom to be able to provide guidance and counsel when required
- The ability to co-lead a service in a high-trust clinical management partnership model
- Strong relationship skills; ability to influence and support change
- Passionate about mental health and the role each profession has in the provision of mental health services
- Aware of own limitations and able to seek support and assistance from colleagues
- Strong interpersonal and communication and negotiation skills
- Ability to cope under pressure; being resourceful, resilient, and adept at managing multiple deadlines
- The ability to challenge and question the 'status quo' and facilitate the development of innovative and workable performance improvements
- Proven ability and acumen to lead complex services in a partnership model

## Key Relationships to Nurture

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Internal	External
<ul style="list-style-type: none"> <li>Executive and senior clinical and operational leadership teams</li> </ul>	<ul style="list-style-type: none"> <li>Whaikaha – the Ministry for Disabled People</li> </ul>
<ul style="list-style-type: none"> <li>Commissioning, Finance, People and Communications, Data and Digital and other supporting and enabling functions and local teams</li> </ul>	<ul style="list-style-type: none"> <li>Ministry of Health</li> </ul>
<ul style="list-style-type: none"> <li>Māori and Pacific Health teams</li> </ul>	<ul style="list-style-type: none"> <li>Non-Government Organisations and Social Sector Groups</li> </ul>
<ul style="list-style-type: none"> <li>Lived Experience team</li> </ul>	<ul style="list-style-type: none"> <li>Other Districts</li> </ul>
<ul style="list-style-type: none"> <li>Other Te Whatu Ora Mental Health and Addiction Services</li> </ul>	<ul style="list-style-type: none"> <li>Regional and National Steering Groups and Forums</li> </ul>
<ul style="list-style-type: none"> <li>Other teams and services across the Health NZ in the Central Region</li> </ul>	<ul style="list-style-type: none"> <li>Private mental health providers</li> </ul>
	<ul style="list-style-type: none"> <li>NZ Police</li> </ul>
	<ul style="list-style-type: none"> <li>Other government agencies</li> </ul>
	<ul style="list-style-type: none"> <li>Unions</li> </ul>

*This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.*