

Position Description

Group Manager, Hospital and Specialist Services

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| Region | Central | |
| District | Capital, Coast and Hutt Valley | |
| Directorate | Hospital & Specialist Services | |
| Manager | Group Director Operations | |
| Location | The primary base will be Wellington Regional Hospital. As this role supports the Capital, Coast and Hutt Valley (CCHV) district, travel to and development of a presence on each site within the sub-region will be required, and a base will be provided for at all sites. | |
| Reports | Direct GM Hospital Operations – 1,588 FTEs | |
| Key relationships | Internal <ul style="list-style-type: none"> • Direct reports (site based) • CCHV Senior leadership • Other CCHV Group Managers • Clinical Directors and Leaders • Wider teams within your group • Business support services • Maori services • Pacific services • Disability services | External <ul style="list-style-type: none"> • Health NZ - Te Whatu Ora • Regional and national service providers • Community/locality based services including general practices • Communities • Local iwi • Patients and their whānau • Wider sector that contributes to social determinants of health • Unions |
| Delegation authority | Finance Human Resources | The position has delegations in accordance with the District Delegations Policy for financial and human resources. |
| Matters which must be referred to Group Director Operations | <ul style="list-style-type: none"> • Deteriorating financial issues • Health targets and ESPI targets not met • Escalating human resources issues • Major quality, risk or safety issues • Serious clinical standards failure • Any matter that may affect the reputation of the service/s or CCHV | |
| Date | March 2025 | |

National Context

The Government's vision is to build a healthcare system that achieves healthy futures / pae ora for all New Zealanders, where people live longer in good health and have improved quality of life, and where there is equity in outcomes for Māori and communities with inequities.

Health NZ is a Crown agency working in partnership to build a healthcare system that is equitable and 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. In doing so, the totality of the reforms are expected to achieve five system shifts. This includes:

1. The health system will reinforce te Tiriti o Waitangi 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. When people need emergency or specialist healthcare this will be accessible and high quality for all.
4. Health and care workers will be supported, valued and well trained for the future health system
5. Digital services will mean that many more people will get the care they need in their homes and local communities.

District description

Capital, Coast and Hutt Valley cover the greater Wellington, Kapiti and Hutt Valley region, providing hospital and health services in primary, secondary and tertiary health care total population base of approximately 445,000 citizens.

The district vision is simple – we know that by working together as one team across the district we can create a better health system with better health outcomes for our communities and make better decisions.

Our health institutions are the heart of meeting and improving the health outcomes of all the constituent populations in our sub region, and the region more broadly. Together we:

- Provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- Work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- Deliver health services as well as contracting external providers
- Provide local, sub-regional, regional and national health services as well as community based health, rehabilitation and support services.

Capital, Coast is primarily responsible for the hospital and health services delivered via the Wellington Regional Hospital in Newtown, a secondary and community facility at Kenepuru in Porirua, a Forensic Rehabilitation and Intellectual Disability Hospital at Ratonga Rua-o-Porirua; and Kapiti Community Hospital, as well as a number of community based mental health and renal services within the sub-region.

Hutt provides secondary and tertiary, medical and surgical hospital services alongside community based health care from its main facility, Hutt Hospital in Lower Hutt City. It is also the centre for four tertiary regional and sub-regional services – Plastics, Maxillofacial and Burns Services, Rheumatology, School Dental Services, and Regional (Breast and Cervical) Screening Services.

Directorate Description

There are six Group Managers (GM) responsible for service leadership of the hospital services and community based services within CCHV district. Hospital and Specialist Services are spread across Wellington, Kenepuru, and Hutt hospitals, and in the surrounding communities.

District services deliver hospital and specialist services in the CCHV district and works closely with other districts in the region to ensure national requirements for operational delivery are applied consistently.

Position Purpose

This key leadership role reports to the Group Director Operations, and works in partnership with other Group Managers, and multidisciplinary partners to enable the delivery of high quality integrated care to patients. The Group Manager is expected to lead collaborative ‘transformational change that will operationalise national and regional priorities and enable cultural and embed district wide delivery of innovative business models and processes.

This is a highly collaborative role that will need to actively build and maintain relationships with other Group Managers and their teams. This leadership role will work closely with the GDO and other Group Managers to develop, lead and support hospital and specialist services in meeting their objectives, and ensuring strategic priorities are well integrated.

What you’ll do

| What you’ll do | What is expected of you |
|--|---|
| Lead a district wide service group to deliver high quality and safe provider services | <ul style="list-style-type: none"> Be the single point of management accountability Support clinician leader/directors to ensure business as usual operational stability and performance during a period of change Proactively manage key risks and issues that threaten or impact this. |
| Support your group to deliver effective and efficient hospital and specialist services | <ul style="list-style-type: none"> Services are sustainable, efficient, high quality, achieve performance targets, meet contractual obligations, policies and legal requirements. Have effective systems and controls in place to ensure adherence to delegations, budget limits and policies |
| Lead, enable and model a healthy, strong culture based on shared values and behaviour | <ul style="list-style-type: none"> Collaboratively design values and behaviours Lead cultural change from the top - plan, support, and model shifts in behaviour and attitudes |
| Create the vision, direction and energy to design, transition and embed service changes within your Group. | <ul style="list-style-type: none"> Encourage meaningful engagement in decision-making with Tangata Whenua at strategic, operational and service levels, Leverage the best use of sites (including those that could be based in the community), workforce and capabilities, process flows and patient pathways, technology. Keep services local where possible and ensures efficiency for the more complex/ speciality services and enables access to timely services Deliver on agreed change in a way that resolves issues and road blocks, and delivers tangible outcomes |

| What you'll do | What is expected of you |
|--|---|
| Lead yourself and others to build capability to understand Titiri o Waitangi and its application to services within your Group | <ul style="list-style-type: none"> Challenge current processes and thinking. Lead the development of new thinking that will deliver equitable outcomes with Māori enjoying and achieving health outcomes as Māori. Prioritise and promote targeting Maori health initiatives by which Maori health gains can be achieved. |
| Develop and lead out on group strategies and plans | <ul style="list-style-type: none"> Annual proactive activity plan(s) are in place and regular monitoring of progress occurs Provide direction and monitor the achievement and outcomes |
| Build leadership, change management capabilities and resilience with your direct reports and key members of their team. | <ul style="list-style-type: none"> Support their growth and development. Encourage and enable high performing cross functional teams that are highly engaged and supported Collaboratively build a culture within the Group based on shared values, behaviour and mind-sets. Act as a role model and hold people to account |
| Proactively and collaboratively build and actively manage relationships | <ul style="list-style-type: none"> Work in partnership with stakeholders connected to leveraging the whole of system change and equity of outcomes. Relationships built and maintained with localities, local iwi, across CCHV sites, with health services (hospitals and community-based) and localities, as well as those that can support /leverage social determinants of health and those at a regional and national level |
| Participate in an afterhours Emergency Management roster. | <ul style="list-style-type: none"> On call periods are for one week commencing 1700hrs Monday pm and concluding the following Monday at 0800hrs. On call is approximately 1 week in 7. |

Leadership profile: Individual Contributor

Takes ownership of the work they deliver and the way they collaborate and engage with others

| Lead self | Lead others | Lead the Organisation |
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| <p>Be an exemplar of the Agency’s desired culture and Public Sector Spirit of Service</p> <p>Effectively plan, prioritise and deliver work that you are accountable for</p> <p>Draw on data, insights and critical thinking to deliver work outcomes for your team and the Agency</p> <p>Take responsibility for your professional development, seeking support from your manager and the Agency where required</p> | <p>Has strong interpersonal skills, can work collaboratively and has the ability to bring teams together to create a shared vision and resilience and confidence to deliver it</p> <p>Champion an inclusive, diverse and safe workplace where people thrive</p> <p>Provide support to your team and peers within the district, across the region as well as nationally</p> <p>Convene and collaborate with key stakeholders</p> <p>Is visible, responsive, has a can-do attitude and makes decisive decisions</p> | <p>Ensure you understand the Agency’s strategy and vision as well as CCHV’s strategy and how your role fits into the bigger picture</p> <p>Ensure you understand, embrace and operationalise the principles of Te Tiriti o Waitangi</p> <p>Understand the impact of the work you deliver and how this relates to other work across the Agency and the sector</p> <p>Ensure you understand and adhere to the Agency’s policies and processes that are relevant to your role and the work you deliver</p> |

Leadership Success Profile

| Competency | Behaviours |
|---------------------------|--|
| 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 Health NZ - 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 Rongo¹¹ Health Charter , 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 Leads and develops the team in their district, so Health NZ - 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. |

| Competency | Behaviours |
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| <p>Strategic agility</p> <p>Managing through systems</p> | <ul style="list-style-type: none"> • Sees the big picture and can accurately paint credible visions of possibilities and likelihoods for Maori, patients, staff, hospital based services, locality based services, the District and the flow through the system of care • Creates milestones and symbols to rally support behind the agreed vision. • Sees multiple sides of issues and perspectives and uses this to inform strategies and system design; thinks in terms of systems and processes; defines clear outcomes; and assigns responsibilities. • Monitors and evaluates, outcomes and performance and actively ensures roadblocks to performance are removed and risks are minimised • Sees connections and relationships, uses many sources for information, determines causes, and can quickly sense what will help or hinder in accomplishing a goal • Deals with concept, ambiguity, complexity and abstraction comfortably |
| <p>Transformational Leadership and Courage</p> | <ul style="list-style-type: none"> • Actively leads the change-creating awareness of the need for change, the desire to get on board, a shared sense of purpose, articulates what is different and what is staying the same, enables people to see “what is in it for them” and supports new ways of working and new ways of behaving • Steps up to conflicts seeing them as opportunities, confronts issues promptly, has courageous conversations, can hammer out tough arguments and settle disputes equitably, can find common ground, and willing to make a tough decision when other efforts fail • Is widely trusted, seen as credible and capable, portrays energy, purpose and confidence, and uses a variety of tactics to motivate • Models values and behaviours during both good and bad times; and ; rewards the right values and disapproves of others; practices what he/she preaches • Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure, not deterred by obstacles, and has tolerance for failure and false starts |
| <p>Business acumen</p> | <ul style="list-style-type: none"> • Understands the health system-including current challenges and opportunities and can effectively navigate and influence this system • Understands consequences of business change and potential risks • Can jointly manage transformational change whilst keeping the core business stable • Manages physical, people and financial resources, including capital, within resource allocations. • Provides timely and accurate reporting on Service activities and performance against budget. • Complies with responsibilities under the Health and Safety at Work Act 2015 by actively supporting and implementing the organisations workplace health, safety and wellbeing frameworks which incorporate hazard and risk identification and management, education and training, monitoring and reporting. |
| <p>Politically savvy</p> | <ul style="list-style-type: none"> • Can manoeuvre through complex political situations effectively and quietly • Is sensitive to how people and organisations function |

| Competency | Behaviours |
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| | <ul style="list-style-type: none"> • Anticipates where the land mines are and plans his/her approach according • Views corporate politics as a necessary part of organisational life and works to adjust to that reality • Can project political consequences of his/her actions |
| <p>Developing Direct Reports</p> | <ul style="list-style-type: none"> • Builds cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts • Provides challenging, stretching work • Constructs compelling development plans. Sets specific goals for development and follows up • Takes risks with people • Understands who is ready and who is not to step up • Understands the development process and what people need to grow • Is aware of each person’s career goals and pushes people to accept developmental moves • will take on those who need help and further development • Is a people builder, coaching and developing talent • Plans for leadership succession and prepares people to be ready to take the next step |
| <p>Health & Safety, Compliance and Reporting</p> | <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. |
| <p>Te Tiriti O Waitangi</p> | <ul style="list-style-type: none"> • Is actively committed to learning, growing, strengthening and applying Te Arawhiti Māori Crown Relations Capability Framework for the Public Service - • Lead yourself and others to build capability to understand Te Tiriti of Waitangi, mātauranga Māori, and kaupapa Māori and their application to services within your Group • Can build cultural competence, cultural intelligence and cultural safety • Challenges current processes and thinking, leading the development of new thinking that will deliver equitable outcomes with Māori enjoying and achieving health outcomes as Māori. • Prioritises and promotes the implementation of Te Whatu Ora’s Māori health strategy and proactively targets Maori health initiatives by which Maori health gains can be achieved |

Other aspects of capability not covered by the above competencies

Honouring te Tiriti o Waitangi

Ka mahitahi mātou o te ratonga tūmatanui hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i ōna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi. Mō ētahi atu kōrero hei whakamārama i tēnei kaupapa, haere ki

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

Your health, safety and wellbeing

At HNZ we expect all of our Individual Contributors to:

- Help maintain a safe working environment within the Agency by complying with and supporting all health and safety policies, guidelines and initiatives
- Know what to do in the event of an emergency or if a health and safety incident or near miss occurs
- Know how to keep yourself and others safe at work from hazards and risks relevant to your role.

Diversity and Inclusion

HNZ welcomes and supports people of all gender identities, ages, ethnicities, sexual orientations, disabilities and religions. A requirement of this role is to actively support and promote our diversity and inclusion principles.

What you'll bring to the role

- Tertiary qualification in health and/or significant project management experience.
- Experience leading large scale change in complex environments, preferable in the health sector.
- An intellectual and practical understanding of the importance of, and commitment to, Te Tiriti o Waitangi, and experience in applying its principles.
- An intellectual and practical understanding of equity in health service access, delivery and health outcomes, and experience in leading initiatives to deliver this equity.
- Experience analysing and interpreting complex issues and information and ability to present this in simple and clear ways to enable effective decisions.
- Demonstrated ability to make connections between the various aspects of a piece of work and wider implications for stakeholders.
- Experience and resilience in effectively influencing people and system change, doing this in a way that takes people on the journey, so they are heard and included
- Previous experience at a senior management level of not less than 2 years
- A sound understanding and experience of the service delivery principles, business planning and risk management
- Strong stakeholder and relationship management experience
- Financial Management of substantial operating budgets within a public sector context is highly desirable
- Experience working in the health sector
- Experience in dealing with the complexities of a large diverse organisation.