

## Position Description

<b>Position</b>	<b>Operations Manager Dental, Plastics and Maxillofacial</b>
<b>Group</b>	Surgical Services
<b>District</b>	Capital, Coast & Hutt Valley and Wairarapa Districts
<b>Responsible to</b>	Group Manager, Surgical Services
<b>Children's Act 2014</b>	This position is not children's worker, requiring a safety check with Ministry of Justice vetting before commencing
<b>Location</b>	This position is expected to work from multiple locations across the district – Capital, Coast and Hutt Valley.

## Te Whatu Ora

The Health System in Aotearoa is entering a period of transformation as we implement 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

## Context

Capital, Coast & Hutt Valley district provides hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are accountable for meeting the needs of and improving health outcomes for all the constituent populations of our district, and the region more broadly.

Together we:

- provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- fund local health providers and work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- deliver health services directly 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.

The majority of the district's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people. Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

Te Wao Nui, the Child Health Service for the Wellington Region and Central New Zealand based in the new purpose built children's hospital on the Wellington Regional Hospital campus, supports babies to adolescents with medical conditions or who may need paediatric surgery. It provides both hospital and outpatient services.

Women's Health Services provide tertiary level maternity care in Wellington and Hutt Regional Hospitals and a Primary Birthing Unit in Kenepuru. The provision of services from Women's Health encompass community-based primary LMC care and breastfeeding support, and tertiary level obstetrics, gynaecology, and other specialist services.

Kenepuru Community Hospital and Kapiti Health Centre provide secondary and community services based in Porirua and the Kapiti Coast

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

## Te Tiriti o Waitangi and Māori Health Outcomes

Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

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|------------------------|--|
| <b>Mana whakahaere</b> | Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.  |
| <b>Mana motuhake</b>   | Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori. |
| <b>Mana tāngata</b>    | Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.  |

**Mana Māori**      Enabling Ritenga Māori (Māori customary rituals) which are framed by Te Aō Māori (the Māori world), enacted through tikanga Māori (Māori philosophy & customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

We will target, plan and drive our health services to create equity of health care for Māori to attain good health and well-being, while developing partnerships with the wider social sector to support whole of system change.

## Te Mauri o Rongo

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Te Mauri o Rongo recognises our connection to this work, to each other, to the people we serve and to our whakapapa. It speaks to specific behaviours that we will expect from each other guided by the pou of Te Mauri o Rongo:

### Wairuatanga

Working with heart, the strong sense of purpose and commitment to service that health workers bring to their mahi.

### Rangatiratanga

As organisations we support our people to lead. We know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all.

### Whanaungatanga

We are a team, and together a team of teams. Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. “Whiria te tangāta” – we will weave our people together.

### Te Korowai Āhuru

A cloak which seeks to provide safety and comfort to the workforce.

## District Responsibility

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The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and HNZ policy.

Te Whatu Ora is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

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.

## Team/Service Perspective

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The Surgical Service Group is one of six within CCHV district provider services. Specialties within the Directorate are at secondary and tertiary level with service provision for the district, the central Region and wider Regions.

Surgical operating provision is largely across 3 hospitals (Wellington, Hutt, and Kenepuru) and a district outsourcing plan with private providers. Outpatient clinics are held at Wellington, Hutt Valley, Kenepuru, Paraparaumu, contracted at private provider sites, Marae and through hub and spoke arrangements at other regional hospitals.

## Purpose of the role

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This middle management role partners the Clinical Leaders and Directorate of Nursing in the delivery of safe affordable services.

To deliver safe and affordable health outcomes through high level planning and operational management so that services meet their activity targets and are appropriately resourced.

To partner Clinical Leaders and the Directorate of Nursing in the delivery of integrated, high quality health services.

The Operations Manager:

- Influences, builds and refreshes systems, services or interventions that achieve the vision of the Group.
- Translates strategy into operational plans that improve the Capital Coast and Hutt Valley Provider Services capability and increase capacity to deliver agreed services.
- Balances meeting day-to-day operational challenges while keeping sight of directorate objectives and implementing system and process changes to provide solutions.

The Operations Manager participates in an afterhours Emergency Management roster. 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 10.

## Key Accountabilities

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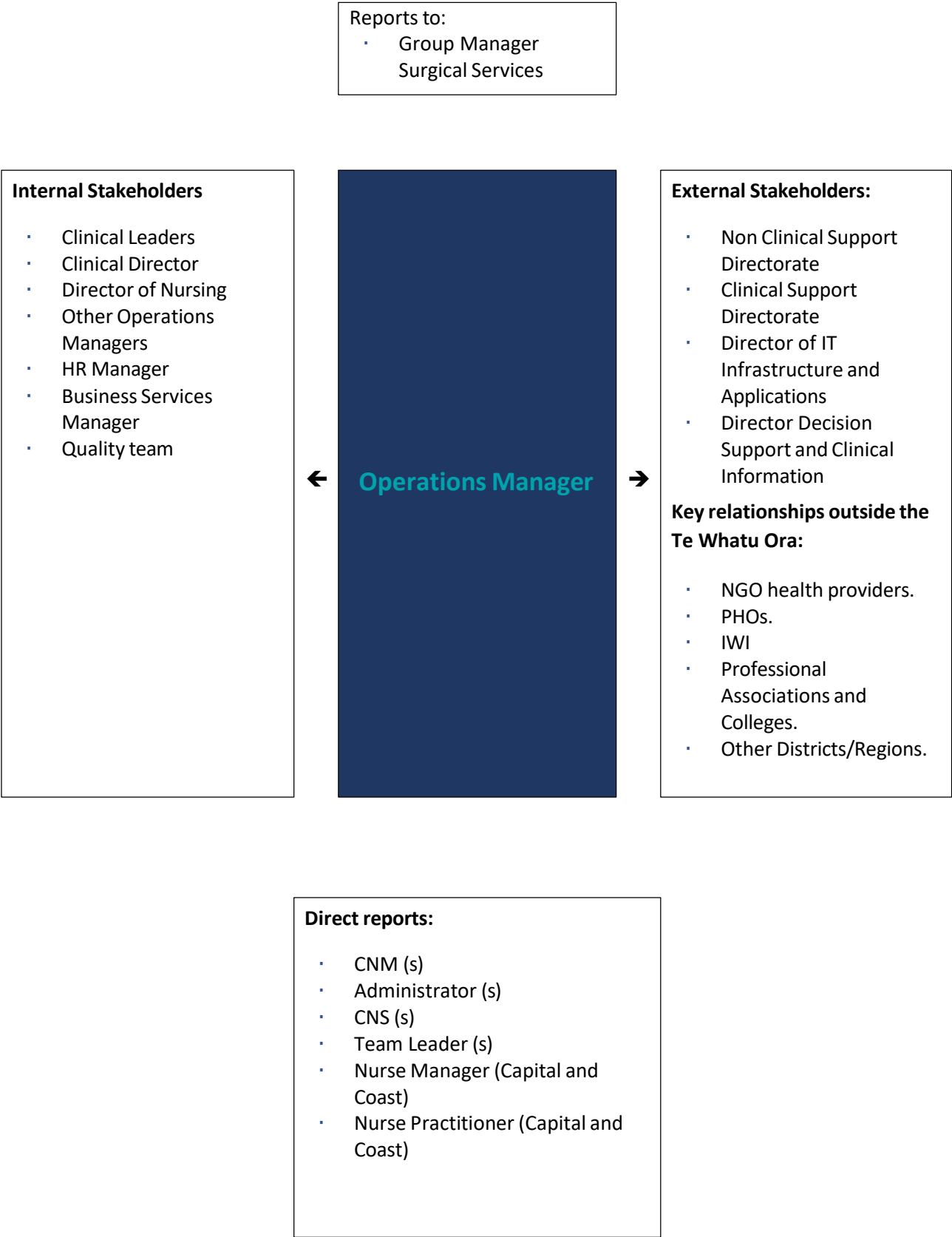
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes	Key Performance Indicators/ Measures
1. Leadership & Management Support	<ul style="list-style-type: none"><li>• A competent Operations Manager is effectively and efficiently delivering health services.</li></ul>	<ul style="list-style-type: none"><li>• Services are delivered within budget.</li><li>• Activity targets are met.</li><li>• Direct reports have development and succession plans.</li><li>• Professional competencies are maintained.</li></ul>

Key accountabilities	Deliverables / Outcomes	Key Performance Indicators/ Measures
2. Improve Equity	<ul style="list-style-type: none"> <li>Lead yourself and others to build capability to understand Titiri o Waitangi and its application to services with your area.</li> </ul>	<ul style="list-style-type: none"> <li>Challenge current processes and thinking.</li> <li>Lead the development of new thinking that will deliver equitable outcomes with Māori enjoying and achieving health outcomes as Māori.</li> <li>Prioritise and promote targeting Maori health initiatives by which Maori health gains can be achieved.</li> </ul>
3. Teamwork	<ul style="list-style-type: none"> <li>Clinical Leaders and professional leaders are consulted with and decisions are made taking account of clinical perspectives.</li> <li>Works with peers to achieve the overall HHS outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from Clinical Leaders and Nursing Leadership</li> </ul>
4. Resource Management	<ul style="list-style-type: none"> <li>Services are delivered within budget and establishment.</li> <li>Exception reporting is in place and delivered in a timely manner.</li> <li>Developed decision making models are supported within services.</li> </ul>	<ul style="list-style-type: none"> <li>Cost centres are within budget.</li> <li>FTE is within establishment.</li> <li>Safe staffing levels and mix is maintained.</li> <li>Appropriate controls are established to support devolved decision making.</li> </ul>
5. Workforce Planning	<ul style="list-style-type: none"> <li>Operation Manager participate in the development of the institute workforce plan</li> <li>Plans for service change and the recruitment of suitably qualified / experienced staff</li> </ul>	<ul style="list-style-type: none"> <li>Institute workforce plan outlines issues and strategies for all services</li> </ul>

Key accountabilities	Deliverables / Outcomes	Key Performance Indicators/ Measures
6. Service Planning	<ul style="list-style-type: none"> <li>Service plans are developed and implemented.</li> <li>Ongoing assessment of clinical performance occurs within units and benchmarking is part of normal practice.</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes from the annual operational plan are achieved.</li> <li>Regular variance reporting and actions to address variances are evident.</li> </ul>
7. Quality and Risk	<ul style="list-style-type: none"> <li>Risk issues (clinical, non-clinical, OH&amp;S) are identified and mitigation strategies are developed.</li> <li>An ongoing quality improvement programme is identified at service level.</li> <li>Continuous improvement in patient flows is occurring</li> </ul>	<ul style="list-style-type: none"> <li>Risk register is up to date; mitigations are in place.</li> <li>Documented and actioned quality improvement programme.</li> <li>Improved ALOS and/or clinical outcomes and the links are demonstrated to improvement initiatives.</li> </ul>
8. Occupational Health & Safety	<ul style="list-style-type: none"> <li>Safety Management - proactive Health &amp; Safety systems are in place</li> <li>Injury Management - reactive safety management systems are in place</li> </ul>	<ul style="list-style-type: none"> <li>Hazard registers are complete and reviewed 6 monthly in consultation with staff</li> <li>H&amp;S objectives are specific, measureable, achievable, realistic and time-framed and set as part of the service planning cycle and reviewed annually in consultation with staff</li> <li>All new staff undergo pre employment screening</li> <li>All staff have completed H&amp;S orientation (questionnaire repeated annually) and know what to do in the event of an injury which occurred at work</li> <li>An Initial Needs Assessment (INA) is completed within 48 hrs of staff work injury notification</li> <li>Weekly monitoring is carried out with staff away from work with an injury</li> <li>A reportable event and review is completed for work accidents</li> </ul>

## Key Relationships & Authorities



## Capability Profile

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Uses rigorous logic and methods to solve difficult problems with effective solutions</li> <li>• Probes all fruitful sources for answers</li> <li>• Can see hidden problems</li> <li>• Is excellent at honest analysis</li> <li>• Looks beyond the obvious and doesn't stop at first answers.</li> </ul>
<b>Intellectual Horsepower</b>	<ul style="list-style-type: none"> <li>• Is bright and intelligent</li> <li>• Deals with concepts and complexity comfortably</li> <li>• Described as intellectually sharp, capable, and agile</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Accurately scopes out length and difficulty of tasks and projects</li> <li>• Sets objectives and goals</li> <li>• Breaks down work into the process steps</li> <li>• Develops schedules and task/people assignments</li> <li>• Anticipates and adjusts for problems and roadblocks</li> <li>• Measures performance against goals</li> <li>• Evaluates results</li> </ul>
<b>Organising</b>	<ul style="list-style-type: none"> <li>• Can marshal resources (people, funding, material, support) to get things done</li> <li>• Can orchestrate multiple activities at once to accomplish a goal</li> <li>• Uses resources effectively and efficiently</li> <li>• Arranges information and files in a useful manner</li> </ul>
<b>Drive for Results</b>	<ul style="list-style-type: none"> <li>• Can be counted on to exceed goals successfully</li> <li>• Is constantly and consistently one of the top performers</li> <li>• Very bottom-line oriented</li> <li>• Steadfastly pushes self and others for results</li> </ul>
<b>Motivating Others</b>	<ul style="list-style-type: none"> <li>• Creates a climate in which people want to do their best</li> <li>• Can motivate many kinds of direct reports and team or project members</li> <li>• Can assess each person's hot button and use it to get the best out of him/her</li> <li>• Pushes tasks and decisions down</li> <li>• Empowers others</li> <li>• Invites input from each person and shares ownership and visibility</li> <li>• Makes each individual feel his/her work is important</li> <li>• Is someone people like working for</li> </ul>
<b>Managing Vision and Purpose</b>	<ul style="list-style-type: none"> <li>• Communicates a compelling and inspired vision or sense of core purpose</li> <li>• Talks beyond today</li> <li>• Talks about possibilities</li> <li>• Is optimistic</li> <li>• Creates mileposts and symbols to rally support behind vision</li> <li>• Makes the vision sharable by everyone</li> <li>• Can inspire and motivate entire units or organisations</li> </ul>



Competency	Behaviours
<b>Integrity and Trust</b>	<ul style="list-style-type: none"> <li>▪ Is widely trusted</li> <li>▪ Is seen as a direct, truthful individual</li> <li>▪ Can present the unvarnished truth in an appropriate and helpful manner</li> <li>▪ Keeps confidences</li> <li>▪ Admits mistakes</li> <li>▪ Doesn't misrepresent her/himself for personal gain</li> </ul>
<b>Partnership with Maori</b>	<ul style="list-style-type: none"> <li>▪ Understands the principles of Te Tiriti o Waitangi and how these apply within the context of health service provision.</li> <li>▪ Applies the notion of partnership and participation with Maori within the workplace and the wider community.</li> <li>▪ Promotes and participates in targeting Maori health initiatives by which Maori health gains can be achieved.</li> <li>▪ Implements strategies that are responsive to the health needs of Maori</li> </ul>

## Experience and Capability

Essential qualifications, skills and experience

### Knowledge and Experience:

- Senior Leadership role in Health
- Management of a health service
- Experience dealing with the complexities of a large diverse organisation
- A clinical background is desirable

### Professional Qualifications:

- Relevant business qualification or equivalent experience
- Qualified health professional

### Someone well-suited to the role will place a high value on the following:

- Continual improvement focus.
- Well-coordinated, effective, efficient and planned service provision
- Health Equity
- Integrity within the organisation
- Valuing the contribution of individuals
- Pro-active management to achieve outcomes
- Devolution of decision making
- A commitment to contribute at a strategic level within Te Whatu Ora

### Other:

- A commitment and understanding of the Treaty of Waitangi (and application to health) and a willingness to work positively in improving health outcomes for Maori.
- Proficiency in using technology within the workplace.
- A high standard of written and spoken English.

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Te Whatu Ora are committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

This role description will be reviewed regularly in order for it to continue to reflect the changing needs of the organisation. Any changes will be discussed with the position holder before being made. Annual objectives and performance measures will be set each year during the annual performance planning and development meeting.

**Ma tini, ma mano, ka rapa te whai**  
**By joining together we will succeed**

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**Date effective:** \_\_\_\_\_

**Manager's signature:** \_\_\_\_\_

**Employee's signature:** \_\_\_\_\_