

Position Description

Position	Operations Manager
Team / Service	Blood, Cancer, Pharmacy & Palliative Care
Directorate	Blood, Cancer, Pharmacy & Palliative Care
District	Capital, Coast & Hutt Valley District
Responsible to	Group Manager
Children's Act 2014	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
Location	This position is expected to work from Wellington Regional Hospital

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.

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:

- Mana whakahaere** Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources,
- Mana motuhake** 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,
- Mana tāngata** 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.

The Vision, Mission and Values from our District

We bring forward and join our values within our district. These will change as we become a team of teams within Te Whatu Ora.

Hutt Valley

Vision

Whanau Ora ki te Awakairangi: Healthy people, healthy families and healthy communities are so interlinked that it is impossible to identify which one comes first and then leads to another.

Mission

Working together for health and wellbeing.

Ō mātou uara – Values

Mahi Pai 'Can do': Mahi Tahi in Partnership: Mahi Tahi Te Atawhai Tonu Always caring and Mahi Rangatira being our Best

Capital and Coast

Vision

Keeping our community healthy and well

Mission

Together, Improve the Health and Independence of the People of the District

Value

Manaakitanga – Respect, caring, kindness
Kotahitanga – Connection, unity, equity
Rangatiratanga – Autonomy, integrity, excellence

District Responsibility

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.

Context for the role

This role sits within Health New Zealand Capital Coast Senior Leadership Team, providing operational oversight and strategic leadership to the services within the Directorate. The role works closely with the Group Manager & Service Clinical Director (SCD) to identify operational priorities for services and to ensure the efficient and effective operation of all business activities. The role is responsible for embedding Te Tiriti o Waitangi-based practice and privileging Māori health equity within operational planning, decision making and implementation.

About the role

The primary purpose of the role is to:

Role model Capital Coast-Hutt Valley (CCHV) values and uphold our Just Culture principles

Be clearly focused on achieving health equity, with measurable progress towards this endpoint

Support the clinical and managerial leadership of the Directorate, delivering a range of outcomes, ensuring that fundamental and underlying activities to organisational success are achieved

Ensure operational and financial stewardship of the services

Plan and manage the implementation of projects to modernise services and to improve facilities and working practices to meet organisational and service delivery plans

Ensure implementation of systems, policies and procedures at service level to meet the requirements of Risk Management, Quality and Governance, and Health Safety and Wellness strategies

Ensure effective communication systems are in place right through the service(s)

Key Accountabilities

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
1. Leadership	<ul style="list-style-type: none">▪ Model CCHV values and uphold just culture, and lead these within the service(s)▪ Champion the organisational vision and strategy, and communicate the way forward▪ Provide strong visible leadership within the Service Leadership Team▪ Build a shared sense of direction for the Directorate and the individual services, clarify priorities and goals, and inspire others to achieve these▪ Drive the delivery of ambitious targets to continually improve performance within the service(s).▪ Apply new and innovative business management approaches to maximise the organisational efficiency of the Service(s).▪ Lead the operational implementation of new policies within the service(s)
2. Deliver Results	<ul style="list-style-type: none">▪ Support the service Leadership team to initiate and develop longer-term goals and business plans to guide the work of the service(s) in line with the CCHV annual plan and strategic priorities▪ Determine how outcomes will be measured and reported, and guide others on how to understand service(s) and service operational reports▪ Support Service Clinical Directorate to develop and monitor service capacity plans to ensure that the Blood, Cancer, Palliative care service(s) achieves waiting time, production plans and other performance targets▪ Challenge existing practices, ensuring that progressive solutions, which take into account models of best practice, are incorporated into service plans.

	<ul style="list-style-type: none"> ▪ Evaluate the performance and effectiveness of services and support services in addressing emerging challenges and take corrective action ▪ Progress service(s) priorities and ensure that resources are allocated and used effectively ▪ Deploy resources in line with service need. ▪ Assist with all activities related to planning for new facilities and equipment. ▪ Prepare and review project scope and business cases for projects with multiple interdependencies ▪ Develop effective strategies to remedy variances from service plans and minimise the impact ▪ Participate in governance processes such as clinical governance and project steering groups
3. Stakeholder engagement	<ul style="list-style-type: none"> ▪ Actively work in partnership with other directorates and key stakeholders in the value for money, design, and delivery of effective project management services. ▪ Constructive strategic and tactical relationships and partnerships are developed with a range of groups and individuals both internal and external to the DHBs that supports and enables problem solving and the implementation of solutions ▪ A partnering approach is implemented to the delivery of services to the DHBs in a way that facilitates and supports shared agenda and objectives.
4. Continuous improvement and innovation	<ul style="list-style-type: none"> ▪ Establish a culture of continuous improvement, ensuring linked and cohesive CCHV view of the support services function that identifies opportunities and co-designs innovative solutions to meet the changing needs, from local customers through to district services or whole sector.
5. Te Tiriti o Waitangi	<ul style="list-style-type: none"> ▪ Work in partnership with stakeholders to achieve our equity goals for Māori and ensure Te Tiriti o Waitangi obligations are adhered to ▪ Equity outcomes are front and centre in goals, performance monitoring and plans for service and team performance ▪ Cultural competence is grown across the team, supporting inclusion and partnership.
6. Health & Safety	<ul style="list-style-type: none"> ▪ Ensure all Health & Safety obligations under the legislation are applied and managed and the culture of safe practice is second nature ▪ Actively support and ensure compliance with Health & Safety policy and procedures; ensuring staff also support and comply. ▪ Maintain a proactive culture of Health & Safety supported by systems. ▪ Ensure providers are aware of and have processes to comply with their health and safety responsibilities

Key Relationships

External

Other Te Whatu Ora Districts
Te Aho O Te Kahu
Primary Healthcare Organisations
Non-Government Organisations (NGOs)
Social Sector Organisations
Accident Compensation Corporation (ACC)
Unions
Private providers
Community and sector organisations including the Cancer Society
Suppliers

Internal

Group Director Of Operations
Group Manager
Clinical Services Director
Clinical Leaders
Te Pūriri o Te Ora Directorate Leadership
Service Accountants
Other CCHV Operations Managers
Other CCHV Operating and Support Units
Planning & Funding
Corporate Services
Te Whatu Ora Regional and National Leadership

Capability Profile

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

Competency	Behaviours
People Management	<ul style="list-style-type: none">Refine roles and responsibilities over time to achieve better service delivery outcomes and align workforce capability with the service(s) current and future priorities and objectivesRecognise talent, develop team capability and undertake succession planningCoach and mentor staff and encourage professional development and continuous learningPrioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the service(s)Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
Quality and risk management	<ul style="list-style-type: none">Promote a patient-focused culture in the service(s) and consider new ways of working to improve patient experienceEnsure that the service(s)'s systems, processes, policies and programs respond to patient needs and deliver safe and equitable outcomesAnticipate, identify and address issues and potential problems that may have an impact on service(s) objectives and, patient experience and outcomesIdentify and share service delivery improvements to enhance the effectiveness of other servicesEnsure evidence and analysis underpins all new systems and processes implementedPromote and maintain a culture where people feel encouraged to take responsibility for identifying and managing risksBe continually learning and supportive of continuous improvements to the risk framework

Competency	Behaviours
	<p>Encourage all staff to escalate, manage and mitigate risks in a timely and cost-effective manner.</p> <p>Integrate risk management into other service(s) processes to ensure service developments do not adversely impact on risk</p>
Financial Management	<ul style="list-style-type: none"> ▪ Apply an understanding of CCHV policies and processes to the planning and forecasting of budget preparation and management ▪ Identify discrepancies or variances in financial and budget reports, and take corrective action ▪ Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet themDevelops schedules and task/people assignments ▪ Anticipates and adjusts for problems and roadblocks <p>Measures performance against goals and Evaluates results</p>
Decision Quality	<ul style="list-style-type: none"> ▪ Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement ▪ Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time <p>Sought out by others for advice and solutions</p>
Problem Solving	<ul style="list-style-type: none"> ▪ Uses rigorous logic and methods to solve difficult problems with effective solutions ▪ Probes all fruitful sources for answers ▪ Can see hidden problems' ▪ Is excellent at honest analysis <p>Looks beyond the obvious and doesn't stop at the first answer</p>
Quality & Innovation	<ul style="list-style-type: none"> ▪ Provides quality service to those who rely on one's work. ▪ Looks for ways to improve work processes - suggests new ideas and approaches. ▪ Explores and trials ideas and suggestions for improvement made by others. <p>Shows commitment to continuous learning and performance development.</p>
Equity and Inclusion	<ul style="list-style-type: none"> ▪ Be clearly focused on achieving health equity, with measurable progress towards this endpoint ▪ Ensure the unique needs of priority populations are understood by services and effectively integrated into service delivery ▪ Encourage and include diverse perspectives in the development of business plans and strategies ▪ Build and monitor a service(s) culture that enables diversity and fair and inclusive practices <p>Address non-inclusive behaviours, practices and attitudes within the service(s)</p>
Risk	<ul style="list-style-type: none"> ▪ Makes management and decision-making more effective by ensuring that we appropriately consider uncertainty based on reliable current information when we set goals, objectives and strategies and then continue to manage that uncertainty as we execute against these uncertainties. ▪ Actively leads risk management within own team and participates in the management of risks and their mitigating controls and treatments across the organisation.

Experience and Capability to succeed in this role

Essential qualifications, skills and experience required:

- A commitment to biculturalism
- A commitment to achieving equitable outcomes for Māori
- Education to degree level or equivalent qualification and or experience.
- In-depth knowledge in a number of management disciplines acquired through training and experience to degree level or equivalent
- Up-to-date knowledge of the New Zealand Health System
- Proven track record of successful and sustained management in a large organisation
- Successful delivery of significant organisational change
- Experience of managing people and teams
- Experience in developing creative solutions to problems
- Project Management experience

Desired:

- Postgraduate management qualification
- Evidence of further professional academic or management studies
- MBA
- Project Management qualification
- Involvement in health service development and service delivery in NZ.
- Experience leading capacity planning for a service or group

You will be able to

Demonstrate an understanding of the significance of and obligations under Te Tiriti o Waitangi, including how to apply Te Tiriti principles in a meaningful way in your role

Demonstrate alignment with CCHV values

Deliver on the critical competencies outlined in this position description

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

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.