

## Position Description

<b>Position</b>	<b>Team Leader</b>
<b>Team / Service</b>	Purehurehu, Central Region Forensics Inpatient & Rehabilitation Mental Health Services
<b>Directorate</b>	Mental Health, Addiction & Intellectual Disability Service (MHAIDS)
<b>District</b>	Capital, Coast, Hutt Valley & Wairarapa districts
<b>Responsible to</b>	Associate Operations Manager/Group Manager
<b>Children's Act 2014</b>	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
<b>Location</b>	This position is expected to work from Ratonga Rua o Porirua Campus, Porirua

## 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 & Wairarapa 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, surgery and mental health and intellectual disability 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

[TeWhatuOra.govt.nz](https://www.TeWhatuOra.govt.nz)

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*MHAIDS is the mental health, addiction and intellectual disability service  
for the Capital, Coast, Hutt Valley and Wairarapa districts*

**Te Kāwanatanga o Aotearoa**  
New Zealand Government

- 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, addiction and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. The service holds national contracts some of which are delivered in other district localities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

## Te Tiriti o Waitangi and Māori Health Outcomes

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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.  |
| <b>Mana Māori</b>      | 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

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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.

#### 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

#### Mission

Working together for health and wellbeing.

### Capital and Coast

#### Vision

Keeping our community healthy and well

#### Value

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

#### Mission

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

### Wairarapa

#### Vision

"Well Wairarapa – Better health for all"

#### Value

Manaakitanga – Respect, caring, kindness  
Auaha – Solutions, responsibility, better  
Kotahitanga – Connection, unity, equity  
Rangatiratanga – Autonomy, integrity, excellence

#### Mission

To improve, promote, and protect health status of the people of the Wairarapa, and the independent living of those with disabilities, by supporting and encouraging healthy choices.

## 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.

## Service Perspective

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The hospital and health services of the Districts provide a range of services, one such group of services includes Mental Health, Addiction and Intellectual Disability (MHAID) Service. The Service has over 1400 employees and annual revenue of \$135m.

MHAIDS spans three districts - Wairarapa, Capital, Coast and Hutt Valley and includes local, regional, and national services. The local MHAID services are provided from multiple sites within the sub-region – greater Wellington, Hutt Valley and Wairarapa. Te Korowai Whariki (TKW) is an operational group of regional and national services that has staff based in various locations in the Central Region, from Gisborne to Wanganui through to Wellington. Te Korowai Whariki services are both inpatient and community based. Te Korowai Whariki consists primarily of two arms - Central Regional Services and the Intellectual Disability (ID) Services. Intellectual disability services extend the length and breadth of the country from six bases located in Whangarei, Auckland, Cambridge, Wellington, Christchurch, and Dunedin.

The regional arm includes the Central Regional Forensic Mental Health Service, Youth Forensic Service and Rehabilitation and Extended Care inpatient Service. The Central Regional Forensic Mental Health Service provides the acute inpatient service which consist of Purehurehu (male only 15 bed unit) and Rangipapa (mixed gender 13 bed unit). Pukeko House (4 beds) and Saunders House (4 beds) are attached to Rangipapa unit. Pukeko house and Saunders House provide rehabilitation/recovery step-down facility for eight tangata whaiora/service users within the inpatient forensic system.

The core business of the Service is the provision of quality specialist services, integrated with primary and secondary providers in the communities we serve.

The Service is committed to the underlying principles of:

- Te Tiriti o Waitangi as the founding document of Aotearoa/New Zealand
- He Ara Oranga
- Mental Wellbeing Long Term Pathway
- Whakamaua – Māori Health Action Plan 2020-2025
- The New Zealand Disability Strategy: Making a World of Difference – Whakanui Oranga
- Intellectual Disability High and Complex Framework

The Service has access to business support services including People and Culture, and Finance. In addition, management and delivery of clinical services across the Service is underpinned by consultation, advice, and support from a range of cultural, consumer, and family advisors, and business, quality and organisational development personnel.

## Purpose of the role

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To ensure that Purehurehu, Regional Forensic inpatient team delivers an effective and efficient service that facilitates clinical and cultural excellence and desired health outcomes.

The Team Leader is accountable for:

- 1) Ensuring the team takes all clinical, cultural and administrative steps necessary to assist Tangata Whaiora /clients and their Whanau to achieve optimal health and wellbeing and safety through the provision of appropriate assessment, intervention and education, for both
- 2) Providing senior clinical advice and support, and overseeing the Health and Safety and management of risks that may impact on clinical, staffing, team, service & District.
- 3) Leading, supporting and operationalizing the vision and service developments of the MHAID Service & Team

- 4) Providing clinical and operational management ensuring HR processes, policy and regulation are completed for the team
- 5) Ensuring the team/service meets all required key performance indicator

## 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	Key Performance Indications/Measures
<b>1. Leadership</b>	<ul style="list-style-type: none"> <li>▪ Lead by example to champion and drive MHAIDS development initiatives</li> <li>▪ Be a visible leader to team members, ensuring effective communication with team members as part of implementing and leading the Purehurehu Regional Forensic Inpatient unit.</li> <li>▪ Build and foster a culture and capability objectivity, respect, responsiveness, resilience and excellence to achieve sustainable outcomes</li> <li>▪ Provide information, support, feedback and development to enable cross functional performance</li> <li>▪ Encourage and support decision making at point of impact</li> <li>▪ Work closely with the Group Manager, to conceptualise, plan and progress improvement initiatives for Purehurehu Regional Forensic Inpatient unit.</li> <li>▪ Initiate, monitor and implement operational initiatives across MHAIDS, ensuring alignment with broader organisational strategy and goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provision of strategic advice to your manager on the implication to Central regional Services of plans, discussion documents and policies of Capital, Coast, Hutt Valley &amp; Wairarapa, other agencies and government bodies, and of relevant proposed legislative changes.</li> <li>▪ Act as a good corporate citizen within the districts; championing and leading corporates' workplace change and culture initiatives as appropriate.</li> <li>▪ Has positive and regular interaction with the operational area staff, ensuring provision of useful information and fostering an inclusive culture.</li> <li>▪ Purehurehu staff are aware of strategic direction and kept well informed on MHAIDS activities and progress.</li> <li>▪ Purehurehu Team's decisions are made in line with MHAIDS' plans and policies.</li> <li>▪ Active participation in Operational meetings, and its working groups as required.</li> <li>▪ Clinical and other risks are identified and managed accordingly. All staff of the Team understand the vision, direction and objectives of MHAIDS</li> <li>▪ Timely advice and reports are provided to the Group Manager and other managers as required</li> <li>▪ The Vision and Values of the Districts are effectively modelled to operations staff and others at all</li> </ul>

Key accountabilities	Deliverables/Outcomes	Key Performance Indications/Measures
		times. Positively works within those values.
<b>2. Development and leadership of fit for purpose sub regional team</b>	<ul style="list-style-type: none"> <li>Contribute to the development of an efficient and effective Mental Health, Addictions &amp; Intellectual Disability Service</li> <li>Contribute to the development of the overall strategic and fit-for-purpose approach to Mental Health, Addictions &amp; Intellectual Disability Service within Te Whau Ora, ensuring that all 3 districts are best able to provide for the healthcare needs of their populations.</li> <li>Create a team of individuals that have the skills and expertise required to lead transformational change within Purehurehu Regional Forensic Inpatient unit</li> </ul>	<ul style="list-style-type: none"> <li>Ensures change is conducted within agreed change management frameworks and practice.</li> <li>Establishes and maintains close working relationship with all interacting services, staff and managers.</li> <li>Alignment of the skills mix and distribution of resources to support the development and implementation of the integrated team.</li> <li>Advantages in working across the sub-region is realised.</li> <li>Ensures relationships are serving their resident population.</li> <li>Aligns service with 3DHB initiatives</li> <li>Quality standards are clear and measurable and understood by all team leaders involved in the delivery of Mental Health, Addictions &amp; Intellectual Disability Service. The set standards are actively managed to be met or exceeded.</li> <li>Effective management of resources within budget and timeframes as agreed in business plans.</li> </ul>
<b>3. Strategic Planning</b>	<ul style="list-style-type: none"> <li>Contribute as required and as appropriate, to the Mental Health, Addictions &amp; Intellectual Disability Service's Service and Annual Plans</li> <li>Collaborate with stakeholders to explore and implement better ways of working.</li> <li>Foster innovation in Service Coordination</li> <li>Develop appropriate KPIs and other performance measures of service delivery and implement them</li> </ul>	<ul style="list-style-type: none"> <li>Contribution to Service and Annual Plan is recognised by manager and leadership team</li> <li>Strategies and projects are regularly reviewed</li> <li>Purehurehu Team staff have a well-developed sense of their role and contribution to operational and development outcomes</li> <li>Purehurehu Team meet or exceed personal as well as team KPIs</li> </ul>
<b>4. Strategic Relationship Management</b>	<ul style="list-style-type: none"> <li>Develop and maintain strong cooperative relationships across the districts.</li> </ul>	<ul style="list-style-type: none"> <li>Constructive and effective relationships established with the operation Managers and Clinical Leaders.</li> </ul>

Key accountabilities	Deliverables/Outcomes	Key Performance Indications/Measures
	<ul style="list-style-type: none"> <li>Develop and maintain strong cooperative relationships with the operations teams to ensure critical operational imperatives are achieved.</li> <li>Build strategic alliances, partnerships and collaborate with the community, providers, colleagues and other Districts to strengthen services and improve health outcomes</li> <li>Managing and maintaining proactive and constructive relationships</li> </ul>	<ul style="list-style-type: none"> <li>High degree of confidence and satisfaction from your manager and Group Managers regarding performance of Purehurehu Regional Forensic Inpatient unit.</li> <li>Partnership and relationships with other teams are fostered with a view to exchanging information and developing best practice operational services.</li> <li>Strong relationships developed with professional leaders, union delegates, payroll, human resources, finance and other corporate services for improved performance of Positively promotes the Te Whatu Ora District role and Purehurehu Regional Forensic Inpatient services.</li> <li>Promotes a positive working relationship with other service providers.</li> </ul>
<b>5. Professional Leadership, development and advocacy for team staff and direct leadership and management of direct reports</b>	<ul style="list-style-type: none"> <li>Annual plan objectives cascade through performance development plans and targets are achieved</li> <li>Staff are able to articulate the values and the agreed behaviours are included within performance development plans</li> <li>Active participation by staff in improvement initiatives and there is clear, evident leadership</li> <li>Audits of systems, processes and controls indicate no significant /material breach</li> <li>There are good team processes for communication constructive debate and joint problem solving</li> <li>Professional requirements are met and risks relating to professional misconduct or negligence mitigated/eliminated where possible</li> </ul>	<ul style="list-style-type: none"> <li>Role model and reinforce values and associated behaviours expected of team members</li> <li>Team members feel inspired and motivated to work within Purehurehu Regional Forensic Inpatient unit.</li> <li>Appropriate systems, processes and controls are implemented to ensure compliance with legislative and professional requirements</li> <li>Appropriate professional performance management of staff</li> </ul>
<b>6. Communication</b>	<ul style="list-style-type: none"> <li>Communicates effectively and encourages positive relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Shows a positive workplace attitude and supports the Group manager,</li> </ul>

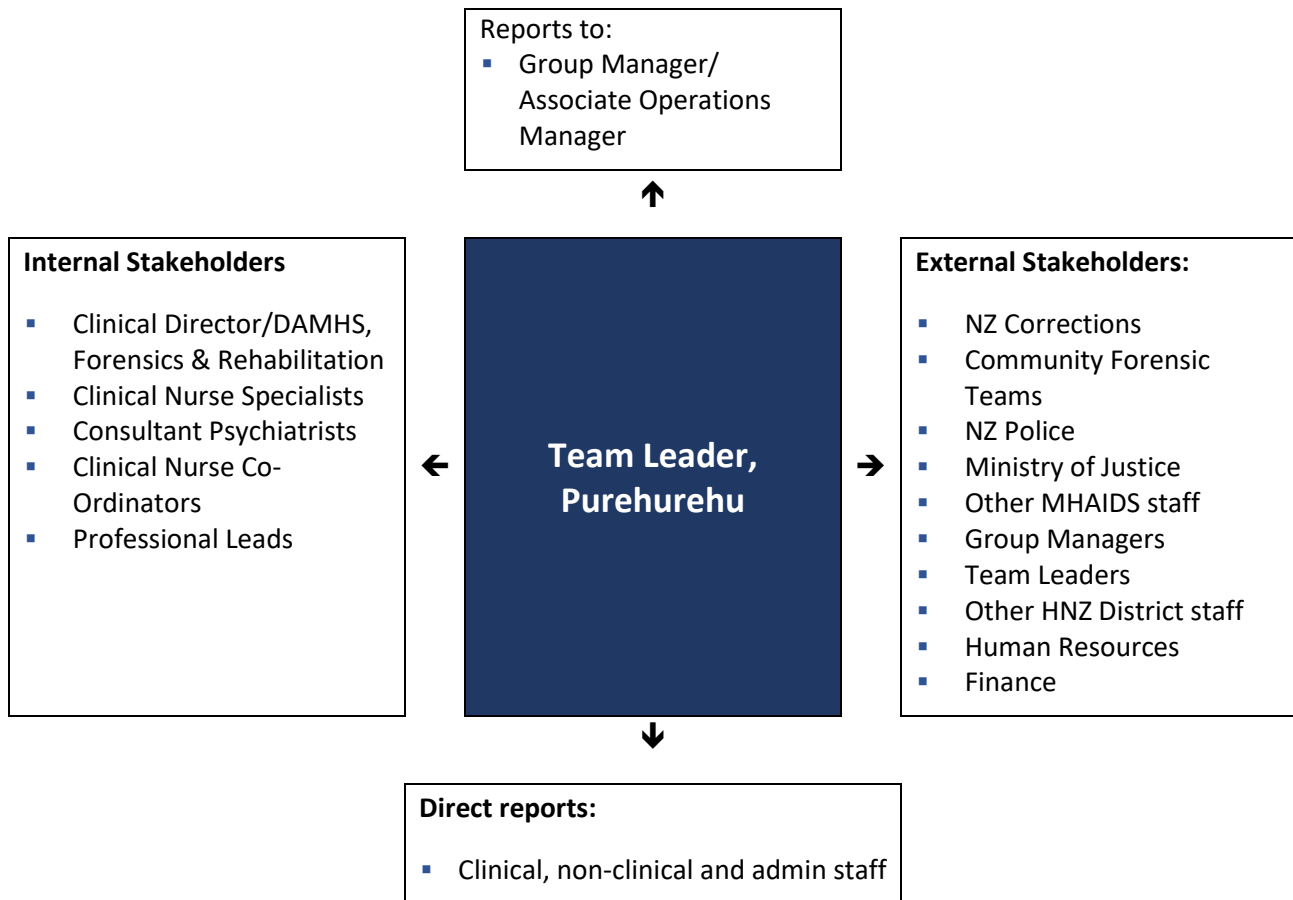


Key accountabilities	Deliverables/Outcomes	Key Performance Indications/Measures
		<p>Associate Operations Manager and staff in their daily work practices;</p> <ul style="list-style-type: none"> <li>Has positive, proactive collaborative communications with other mental health providers and teams;</li> <li>Maintains professional boundaries and ensures privacy of all information is managed according to the District policy and the Privacy Act.</li> </ul>
<b>7. Occupational Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>Proactive Health &amp; Safety systems and management are in place</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety agree targets are met, including: <ul style="list-style-type: none"> <li>Hazard registers</li> <li>H&amp;S objectives</li> <li>Pre-employment screening</li> <li>H&amp;S orientation</li> <li>Initial Needs Assessment (INA)</li> <li>Reportable event reviews</li> <li>Displays of commitment</li> <li>Ensuring all employees maintain adequate safety standards on the job through consultation, training and supervision.</li> <li>Ensures own and others safety at all times</li> <li>Complies with policies, procedures and safe systems of work</li> </ul> </li> <li>Reports all incidents/accidents, including near misses in a timely fashion</li> <li>Is involved in health and safety through participation and consultation</li> </ul>



## Key Relationships & Authorities

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## 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>Strategic Ability</b>	<ul style="list-style-type: none"><li>Sees ahead clearly</li><li>Can anticipate future consequences and trends accurately</li><li>Has broad knowledge and perspective</li><li>Is future oriented</li><li>Can articulately paint credible pictures and visions of possibilities and likelihoods</li><li>Can create competitive and breakthrough strategies and plans</li></ul>
<b>Integrity and Trust</b>	<ul style="list-style-type: none"><li>Is widely trusted;</li><li>Is seen as a truthful individual;</li><li>Can present the unvarnished truth in an appropriate and helpful manner</li><li>Keeps confidences &amp; admits mistakes;</li><li>Doesn't misrepresent her/himself for personal gain.</li></ul>
<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>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>
<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>Dealing with ambiguity</b>	<ul style="list-style-type: none"><li>Can effectively cope with change</li><li>Can shift gears comfortably</li><li>Can decide and act without having the total picture</li><li>Isn't upset when things are up in the air</li><li>Doesn't have to finish things before moving on</li><li>Can comfortably handle risk &amp; uncertainty</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>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>

Competency	Behaviours
<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> </ul>
<b>Interpersonal Savvy</b>	<ul style="list-style-type: none"> <li>▪ Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation</li> <li>▪ Builds appropriate rapport</li> <li>▪ Builds constructive and effective relationships</li> <li>▪ Uses diplomacy and tact</li> <li>▪ Can diffuse even high-tension situations comfortably</li> </ul>

## Experience and Capability

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Essential qualifications, skills and experience

**A. Knowledge, Skills & Experience:**

- Experience in leading and management of a team of clinicians and administration staff.
- Experience in negotiation and networking across several disciplines.
- Experience in taking ownership accountability and responsibility for the role.
- Experience of the forensic mental health sector
- Experience in anticipating, identifying, resolving clinical and administrative/management problems to the desired goals
- Experience in managing a business operation
- Experience in managing change

**B. Essential Professional Qualifications / Accreditations / Registrations:**

- Relevant tertiary level business qualification and one of the clinical disciplines is desirable

**C. Someone well-suited to the role will place a high value on the following:**

- Valuing the contribution of others
- Managing stakeholder relationships
- Pro-active management to achieve outcomes

**D. Other:**

- Broad and lateral thinker who can articulate thinking well at all levels
- Adept at working across established networkers and structures
- Emotionally resilient
- Flexible and adaptable
- Works well with complexity and ambiguity
- Skilled in time and organisational management
- Works well under pressure – keeps a balance perspective
- Has drivers licence

**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.