

Position Description

Position	Kaihautū Director Māori, MHAIDS
Team / Service	Senior Leadership Team
Group	Mental Health, Addiction & Intellectual Disability (MHAIDS) Service Te-Upoko-me-Te-Karu-o-Te-Ika
District	Capital, Coast, Hutt Valley & Wairarapa districts
Responsible to	General Manager, MHAIDS
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 multiple locations across the district

Health NZ 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, surgical and mental health and intellectual disability 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, addiction and intellectual disability service for the Wairarapa District and Capital, Coast and Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is the name which has been given to the ground and buildings where our forensic, rehabilitation and intellectual disability inpatient services are located.

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.

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

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.

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.

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.

Service Perspective

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 two 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 Whāriki services include regional forensic and rehabilitation services covering the Central region while the intellectual disability services has bases across the central region and provides national and regional services.

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

The Kaihautū Director, Māori role within the Mental Health, Addiction and Intellectual Disability Service (MHAIDS) Senior Leadership Team (SLT) and reports to the General Manager, MHAIDS.

This role works closely with the Executive Directors and the SLT to develop, lead and transform the delivery of culturally responsive services in MHAIDS, including Kaupapa Māori services, by providing cultural leadership encompassing system improvement, operational management and service delivery.

In partnership with the Executive Directors and SLT members, the Director, Māori is responsible for driving innovation in practice, improved equity and health outcomes, the achievement of performance targets and the development of a high performing and engaged staff group.

The Kaihautū Director, Māori works alongside Clinical Directors and Group Managers within each group to lead the development and implementation of programmes that address the inequities facing Māori who use MHAIDS services.

A focus for the Director, Māori is to develop partnerships with cultural leaders including mana whenua, iwi, marae, Kaupapa Māori organisations and the MHAIDS Kaunihera. This role will also support the Executive Directors to embed new structures and ensure practices, policies and pathways reflect a pro-equity approach that's consistent across all MHAIDS teams.

The Kaihautū Director, Māori works with the Executive Directors to:

- Champion and enhance services for Māori by Māori from a Te Aō Māori perspective
- Support SLT in the development and delivery of a programme of work that addresses the inequities facing Māori and results in improved cultural responsiveness
- Foster and build effective partnerships between clients, clinicians, our partners and other providers
- Drive and monitor progress against relevant equity strategies and action plans
- Contribute to and support effective policy development, clinical governance frameworks and practices

Key Accountabilities

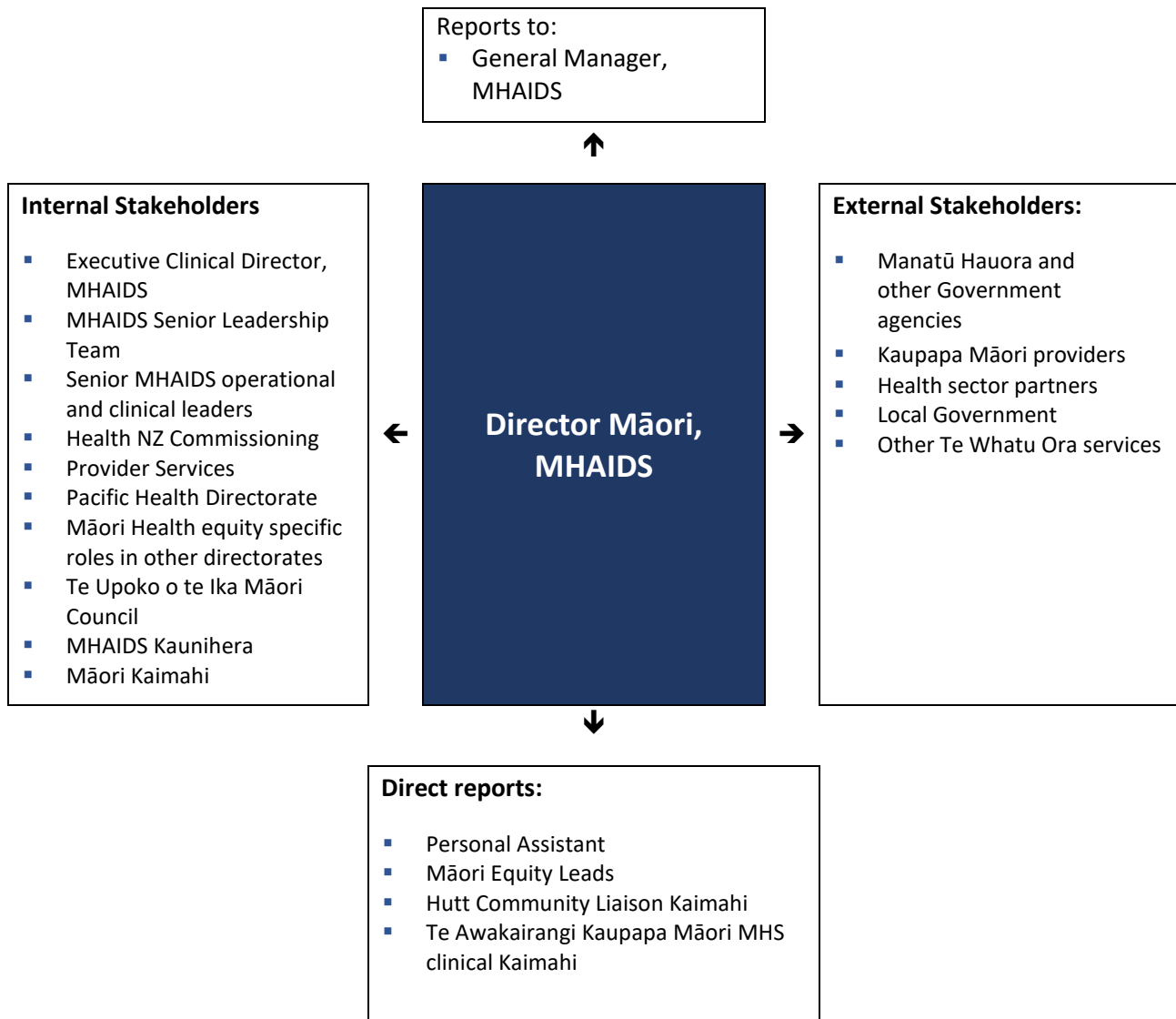
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
1. Equity	<ul style="list-style-type: none">• Equity is embedded in all aspects of the plans, initiatives and activities that the team develops, promotes and implements.• Develops and/or maintains up to date knowledge and appreciation of Te Tiriti o Waitangi and its application in Health in terms of the articles and principles.

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> • Demonstrates a depth of knowledge and commitment to equity in leadership and service delivery, and ensures practices and approaches apply an equity lens. • Ensures programmes are planned and delivered in line with Treaty obligations.
2. Provision of strategic thinking, advice, support and deliver	<ul style="list-style-type: none"> • Provides support, through leadership and advice to members of the Senior Leadership Team. • Identifies strategies and opportunities to assist with achieving the objectives of Māori health strategic plans and priorities. • Participates in and contributes to strategic and operational planning processes, including the development of work programmes.
3. System and Service Leadership	<ul style="list-style-type: none"> • With the Executive Directors , drives the direction and goals of the District Māori strategy and ensures all work programmes are strongly aligned to Te Pae Amorangi and Taurite Ora deliverables and other relevant outcomes and frameworks (e.g., Hua Oranga) • Educates, empowers and supports the SLT to increase cultural understanding and the practical application of equity in the delivery of services. • Works with Whānau equity Leads and Manager, Quality & Risk to identify continuous quality improvement initiatives that focus on achieving health equity, excellent health outcomes, and excellent client care. • Oversees and monitors progress against agreed equity targets. • Ensure all written material (including reports, memos and presentations) are of a high quality and appropriate for the audience. • Provides support to the Executive Directors to ensure their work programme is delivered and deadlines are met. • Develops and builds strong and effective working relationships with key stakeholders both internally and externally to the health sector and across the region
4. Planning and Performance	<ul style="list-style-type: none"> • In partnership with the SLT and the Equity Leads, implements service specific equity plans with indicators and measures that can track progress. • Ensures programmes are planned and delivered in line with Treaty obligations. • Works in partnership with Professional Directors to extend and enhance MHAIDS' existing workforce strategy to grow the Māori workforce within MHAIDS. • Provides updates, reports, memos and briefings for the Executive Directors to use at various meetings and forums, as

Key accountabilities	Deliverables / Outcomes
	<p>required</p> <ul style="list-style-type: none"> • In collaboration with the Senior Analyst and the Communications Team, develops an annual reporting system on Māori health progress within MHAIDS. • Is willing to undertake ongoing professional development to maintain current, relevant and up to date knowledge.
5. Relationship and Stakeholder Engagement and Management	<ul style="list-style-type: none"> • Develops strong and effective working relationships with mana whenua leaders/Roopū and Māori providers. • Works closely with staff, Māori health providers, general practices, and community groups to achieve positive outcomes. • Demonstrates strong collaboration and partnership skills, and maintains discretion and confidentiality during all interactions. • Maintains effective working relationships with staff, public sector organisations and relevant private sector entities.
6. Effective team work, collaboration and support	<ul style="list-style-type: none"> • Works closely with the Whānau Equity Leads and SLT, collaborating and influencing to lead out existing and new work programmes. • Actively shares and promotes best practice and standards amongst peers and within the team. • Build efficiencies and reduces duplication of resources and effort through collaboration and systems. • Demonstrates the values of MHAIDS in their work and dealings with others.
7. Workplace Health & Safety	<ul style="list-style-type: none"> • Complies with responsibilities under the Health & Safety at Work Act 2015. • Has read and understood the Health & Safety policies and procedures. • Actively supports and complies with Health & Safety policies and procedures.

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
Te Aō Māori	<ul style="list-style-type: none"> Can apply a Te Aō Māori lens and knowledge base across strategic, operational and cultural settings. Understands the cultural nuances implicit within Māoridom and utilises this knowledge to guide their interactions with Māori. Can challenge the various types of racism that exist within an organisation in an articulate way and work towards agreed

Competency	Behaviours
	<p>solutions with colleagues.</p> <ul style="list-style-type: none"> Awareness of key Māori forums, players in the sector and Māori leaders Politically savvy
Te Tiriti o Waitangi	<ul style="list-style-type: none"> Understands Te Tiriti o Waitangi within the context of health service provision Leads others to understand Te Whatu Ora Treaty of Waitangi policy and its application to MHAIDS work and services. Encourages meaningful engagement in decision-making with Tāngata Whenua at strategic, operational and service levels. Challenges current processes and thinking and leads the development of new thinking that will deliver equitable outcomes for Māori.
Strategic Agility	<ul style="list-style-type: none"> Sees ahead clearly Can anticipate future consequences and trends accurately Has broad knowledge and perspective Is future oriented Can articulately paint credible pictures and visions of possibilities and likelihoods Can create competitive and breakthrough strategies and plans
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 Looks beyond the obvious and doesn't stop at first answers
Drive for results	<ul style="list-style-type: none"> Can be counted on to exceed goals successfully Is constantly and consistently one of the top performers Very bottom-line oriented Steadfastly pushes self and others for results
Organising	<ul style="list-style-type: none"> Can marshal resources (people, funding, material, support) to get things done Can orchestrate multiple activities at once to accomplish a goal Uses resources efficiently and effectively Arranges information and files in a useful manner
Integrity and Trust	<ul style="list-style-type: none"> Is widely trusted Is seen as a direct, truthful individual Can present the unvarnished truth in an appropriate and helpful manner Keeps confidences Admits mistakes Does not misrepresent him/herself for personal gain
Innovation	<ul style="list-style-type: none"> Is good at bringing the creative ideas of others to fruition Has good judgement about which creative ideas and suggestions will work Has a sense about managing the creative processes of others Can facilitate effective brainstorming Can project how potential ideas may play out in practice
Decision Quality	<ul style="list-style-type: none"> Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement

Competency	Behaviours
	<ul style="list-style-type: none"> • Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time • Sought out by others for advice and solutions
Stakeholder Management	<ul style="list-style-type: none"> • Relates well to all kinds of people — up, down, and sideways, inside and outside the organization • Builds appropriate rapport • Builds constructive and effective relationships • Uses diplomacy and tact • Can diffuse even high-tension situations comfortably
Intellectual Horsepower	<ul style="list-style-type: none"> • Is bright and intelligent • Deals with concepts and complexity comfortably • Described as intellectually sharp, capable and agile
Interpersonal Savvy	<ul style="list-style-type: none"> • Relates well to all kinds of people – up, down, and sideways, and inside and outside the organisation • Builds appropriate rapport • Builds constructive and effective relationships • Uses diplomacy and tact • Can diffuse even high tension situations comfortably.

Experience and Capability

Essential qualifications, skills and experience

a. Knowledge and Experience:

- Solid understanding of the NZ health system environment
- In depth understanding of equity issues for Māori
- High-level oral and written communication skills which reflect the ability to liaise effectively and diplomatically with internal and external stakeholders.
- Excellent interpersonal and relationship management skills that result in strong and effective partnerships
- Ability to investigate, analyse and contextualise issues, identify risks and opportunities and develop plans/processes to resolve these.
- Leadership and management of change processes
- Coaching and mentoring
- Adept at managing multiple deadlines
- The ability to challenge and question the 'status quo' (i.e. processes and systems)

b. Someone well suited to the role will place a high value on the following:

- Resourceful and resilient; able to cope under pressure.
- Ability to maintain high ethical and professional standards in all interactions.
- Enthusiastic with a "can do" attitude
- A positive team player

c. Essential Professional Qualifications / Accreditations / Registrations

- Relevant tertiary qualification
- A full, current, NZ Driver License

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