

Position Description

Position	Project Lead, MHAIDS Wairarapa Acute Service Stocktake
Sector	Mental Health and Addiction
Directorate	Mental Health, Addiction & Intellectual Disability Service (MHAIDS)
District	Capital, Coast, Hutt Valley & Wairarapa districts
Responsible to	Operations Manager, Hutt/Wairarapa Locality (day to day management) Director, MH&A Change Programme (overall project accountability)
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 will be mainly based at Wairarapa Hospital. However, there will be some flexibility for the successful candidate, and some travel may be required to Porirua.

Health New Zealand 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, 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
- deliver health services directly as well as contracting external providers
- Provide local, sub-regional, regional and national health services and community-based health, rehabilitation, and support services.

Most of the the district's population live in Wellington City and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington City 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 Kāpiti 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 ō 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 the whole 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
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

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 Health New Zealand policy.

Service Perspective

The hospital and health services of the districts provide a range of services, one such group of services includes the 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 Kāpiti/Porirua, Hutt Valley and Wairarapa. Te Korowai Whāriki services include regional forensic and rehabilitation services covering the Central region while the intellectual disability services extend the length and breadth of the country from six bases located in Whangarei, Auckland, Cambridge, Wellington, Christchurch, and Dunedin.

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.

Group Perspective

The model of care for the Local Adult Specialist Mental Health and Addiction Service seeks to eliminate inequities experienced by Māori, Pacific peoples, disabled people, and other groups. It supports our vision for an integrated mental health and addiction service, with a focus on local delivery across the district – ‘one system, one service, locally delivered’.

The model of care aims to improve the inequalities and barriers faced by tāngata whaiora and whānau when accessing services.

Our principles

Principle 1: Grounded in Te Tiriti ō Waitangi | Whakapapa ki Te Tiriti ō Waitangi

- Tino rangatiratanga
- Equity
- Active protection
- Options
- Partnership

Other key principles underpinning our model of care:

Principle 2: Informed by peers and those with lived experience | Ka whakamōhio e nga hoa me te hunga whai wheako ora

Principle 3: A welcoming, person and whānau-led approach | He huarahi manaaki, tāngata me te whānau

Principle 4: Timely access to services in the community | Te whai waahi ki nga ratonga i roto i te hapori

Principle 5: A strengths-based, trauma-informed and recovery focussed approach, using advanced therapy and evidence based holistic interventions | Mā te mōhio ka whai whakaaro

Project and role purpose

Providing health care to a predominantly rural community, Health New Zealand Te Whatu Ora Wairarapa has a population base of around 50,000 people. These include the residents of Masterton (main urban town centre), Martinborough, Featherston, Greytown, Carterton, and several outlying rural districts. The boundaries of mental health and addiction services in Wairarapa cover from Eketahuna to Remutaka Hill.

Due to recent service changes, including the national NZ Police mental health response, we have an opportunity to optimise our mental health services in Wairarapa. The aim is to improve our capacity to provide timely, accessible support specifically for individuals experiencing a mental health crisis who are awaiting an inpatient acute resource.

The purpose of this project is to provide:

- An analysis of the current state and service operations
- Scoping the future direction and providing recommendations for the current respite service based at Masterton Hospital, including peer support and the needs for specific populations' e.g. young persons.
- Future options for transport – specifically for tāngata whaiora requiring acute inpatient mental health care.

This stocktake should also align with best practice and evidence for adult crisis respite service delivery models, drawing on the research completed by Te Hiringa Māhara and options for acute care.

Note this is a fixed term contract, 0.4 FTE for six months.

Key deliverables and competencies

- The key project deliverable will be a written report and presentation to the Senior Leadership team at MHAIDS, analysing the current state and providing options/recommendations for future service delivery.

Other competencies:

- Supports the service to uphold the vision, model of care and principles of the Local Adult Specialist Mental Health and Addiction Service.

- Fosters effective partnerships between NGOs, primary care providers, other organisations and the community.
- Ensures the active participation of tāngata whaiora and whānau as equal partners in care through the development of person and whānau led initiatives.
- Works in partnership with the Lived Experience Lead to support the implementation of the voices of tāngata whaiora and whānau in project/service delivery and design.
- Collaborates with the Equity Lead to support the embedding of Te Tiriti o Waitangi and Mātauranga Māori principles into operational plans and decision-making processes.

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 Accountability	Deliverables / Outcomes / Indicators/Measures	Key Performance
<p>Planning and Design</p>	<ul style="list-style-type: none"> • Lead this project using co-design principles. • Implement the project plan alongside key stakeholders. • Uses a flexible, adaptive approach to design and implementation. 	<ul style="list-style-type: none"> • Planning for acute services for Wairarapa MHAIDS occurs alongside any national/interagency changes and initiatives. • Actively promotes a system wide, locally based approach to acute mental health and distress – including providing different options for tāngata whaiora and whānau who present to our services in crisis. • Liaises and coordinate with the district clinical crisis services, Mental Health and Addiction project team, and the community to inform the current state and next steps. • Works with key external stakeholders in the planning and design process, including local NZ Police, Emergency Departments, and the primary care sector to ensure service delivery approach that is sustainable and aligns with the needs of tāngata whaiora and whānau in the Wairarapa community. • Drives the project implementation through partnership and liaison with iwi and Māori partners, providers, lived experience and sectoral agencies. • Provides project status and implementation updates to key stakeholders. • Uses quality improvement methods at each stage to check progress before moving to next phase.

		<p>Aligned projects and integration:</p> <ul style="list-style-type: none"> • Establish integrative links and work in partnership with other workstreams in the MH&A Change Programme such as: <ul style="list-style-type: none"> ○ Te Awakairangi Māori Mental Health and Addiction Project ○ Local Adult Specialist Mental Health and Addiction Service project and workstreams ○ Rapid Response (Hutt Valley)
Project Management processes	Successfully coordinates decision making and processes across all project stages (initiation, planning implementation and closure).	<ul style="list-style-type: none"> • Manages the project on a day-to-day basis to deliver the activities and outputs in the project plan. • Plans and facilitates stakeholder engagement and risk management processes. • Leads the project team to deliver planned activities and outputs within agreed time, cost and scope parameters, and provides back up and support as required.
Te Tiriti o Waitangi	Work in partnership with stakeholders to achieve our equity goals for Māori and ensure Te Tiriti o Waitangi obligations are adhered to	<ul style="list-style-type: none"> • Equity outcomes are front and centre in goals, performance monitoring and plans for service and team performance. • Demonstrates an awareness of health inequalities and supports workforce and wider service initiatives that contribute towards reducing these inequalities. • Cultural competence is grown across the team, supporting inclusion and partnership.
Lived Experience Engagement	Is committed to recovery, wellbeing, culturally responsive and person-directed service design and delivery.	<ul style="list-style-type: none"> • Is committed to upholding the Code of Expectations required by the Pae Ora Act 2022. • Will creates a culture that is safe and supportive of the lived experience and peer support workforce. • Values and prioritises the voice of lived

		experience and recognises its contribution.
Communication	Correctly utilises the Health NZ Project Management Framework and templates relevant to each stage of the project management process.	<ul style="list-style-type: none"> • Contributes to the overall communication plan as part of the overall MH&A Change Programme. • Provides clear and well-written records of communication and decision-making including meeting agendas and minutes, risk register entries and progress reports. • Deliver engaging, informative, well-organised presentations. • Actively seek feedback from teams to ensure successful delivery of the project.
Relationship Management	Network of relationships support and enable the delivery Rapid Response function.	<ul style="list-style-type: none"> • Build and maintain effective relationships with a wide range of people in addition to your own team, including project sponsors, senior managers, stakeholders/customers, other project team members, senior managers, tangata whaiora and whānau and external stakeholders.
Occupational Health and Safety	Complies with responsibilities under the Health & Safety at work Act 2015	<ul style="list-style-type: none"> • Has read and understood the Health & Safety policy and procedures. • Actively supports and complies with Health & Safety policy and procedures.

Key Relationships & Authorities

Reports to:

Operations Manager,
Hutt/Wairarapa Locality (day
to day)

Programme Director,
Mental Health and Addiction
Change Programme (project
accountability)

Internal Stakeholders:

- Programme/Project Leadership Group, sponsor and project team
- MHAIDS staff (Wairarapa)
- District MHA clinicians and managers
- District staff outside of MHAIDS
- Lived Experience Advisory Team (LEAT)
- MHAIDS SLT
- Finance
- Human Resources
- Facilities/Transport
- MHAIDS ICT Team

Project Lead, Wairarapa Acute Services Review

External Stakeholders:

- Local iwi and Māori providers
- Primary Health Care organisations
- NZ Police
- Emergency Departments
- Wellington Free Ambulance
- Lived Experience Advisory Group
- NGO
- Pasifika NGO providers
- Community Health Networks
- Union partners

Direct reports:

- Nil

Capability Profile

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

Competency	Behaviours
Equity	<ul style="list-style-type: none"> • Is committed to achieving equitable health outcomes for Māori • Demonstrates a proactive stance on equity actions for the other priority populations (i.e., Pacific Peoples, Tāngata Whaikaha and Rainbow communities) • Demonstrates a willingness to personally take a stand for equity • Equity informed decision-making evident in the development of plans, strategies and actions that impact service delivery for Māori • Ensures that actions taken to address inequities are timely, effective, pragmatic and based on robust evidence and change methodologies • Challenges current processes and thinking, leading the development of new thinking that will deliver equitable outcomes • Works in partnership with Māori stakeholders to achieve equity goals for Māori and ensure Te Tiriti o Waitangi obligations are demonstrated • Supports Pacific-led responses • Supports disability-focused/tāngata whaikaha responses
Commitment to Te Āo Māori	<ul style="list-style-type: none"> • Demonstrates critical consciousness and on-going self-reflection in terms of the impact of your own culture on your professional practice • Cultural competency is current, contemporary and supports inclusivity and partnership principles • Good understanding and working knowledge of current Māori Models utilised in our service • Understands and demonstrates understanding of tikanga. • Actively encourages Māori concepts of whakawhanaungatanga in their daily work practices • Demonstrates MHAIDS values of Kotahitanga, Rangatiratanga and Manaakitanga in professional practice
Lived Experience	<ul style="list-style-type: none"> • Has an understanding of recovery that is trauma-informed, strength-based, and wellbeing orientated. • Has a good understanding of lived experience and the peer workforce • Can recognise the value of tāngata whaiora and whānau voices in quality improvement, service design and delivery • Can model partnership with lived experience, creating a culture that is safe and supported of the lived experience voice • Challenges stigma and discrimination • Understands the importance of involving whānau in care and recognises the need to be led by tāngata whaiora in its involvement
Dealing with ambiguity	<ul style="list-style-type: none"> • Can effectively cope with change • Can shift gears comfortably • Can decide and act without having the total picture • Isn't upset when things are up in the air • Doesn't have to finish things before moving on

	<ul style="list-style-type: none"> • Can comfortably handle risk and uncertainty
Composure	<ul style="list-style-type: none"> • Is cool under pressure • Does not become defensive or irritated when times are tough • Is considered mature • Can be counted on to hold things together during the tough times • Can handle stress • Is not knocked off balance by the unexpected • Doesn't show frustration when resisted or blocked • Is a settling influence in a crisis
Developing Direct Reports and Others	<ul style="list-style-type: none"> • Provides challenging and stretching tasks and assignments • Holds frequent development discussions • Is aware of each person's career goals • Constructs compelling development plans and executes them • Pushes people to accept developmental moves • Will take on those who need help and further development • Cooperates with the developmental system in the organisation • Is a people builder
Interpersonal Savvy	<ul style="list-style-type: none"> • Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation • Builds appropriate rapport • Builds constructive and effective relationships • Uses diplomacy and tact • Can diffuse even high-tension situations comfortably
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 their solutions and suggestions turn out to be correct and accurate when judged over time • Sought out by others for advice and solutions
Functional/Technical Skills	<ul style="list-style-type: none"> • Has the functional and technical knowledge and skills to do the job at a high level of accomplishment
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
Managing Vision & Purpose	<ul style="list-style-type: none"> • Communicates a compelling and inspired vision or sense of core purpose • Talks beyond today • Talks about possibilities • Is optimistic • Creates mileposts and symbols to rally support behind the vision • Makes the vision sharable by everyone • Can inspire and motivate entire units or organisations

Experience and Capability

Essential qualifications, skills and experience

A. Knowledge, Skills & Experience:

- Relevant tertiary level qualification
- Managing or coordinating improvement/ change initiatives – including system, process and people change
- Delivering results within time, scope and budget limits
- Planning and managing complex decision-making processes
- Working in the NZ health sector environment, preferably within a large diverse organisation
- Analysis and report writing
- Managing internal/external stakeholders in different roles and levels, including experience in building and maintaining relationships.
- Knowledge of the Wairarapa community and networks.

B. Technical Expertise:

- Knowledge of the NZ Health system and/or the District environment, ideally within a crisis service.
- Project Management and/or management training (preferred but not essential)

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

- Working in a way that is consistent and aligns with the values, principles, model of care and kaupapa of the new Local Adult Specialist Mental Health and Addiction Services
- Improvement of service response at a local community level
- Places value on seamless service delivery, to reduce the need for tāngata whaiora and whānau to repeat their stories to different services
- A commitment to work alongside lived experience and external stakeholders, such as NGO's, primary care, local community networks
- Thinking beyond the service to achieve the best outcomes for tāngata whaiora and whānau
- Demonstrated ability to be responsive, empathetic, culturally competent, and aware
- Intellectual curiosity - will ask questions and double check to make sure they have the facts before proceeding
- The ability to be flexible and adaptable, and to work under pressure.

**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.