

Position Description

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| Position | Operations Manager |
| Team / Service | Emergency Department, Capital and Coast |
| Group | Hospital Operations |
| District | Capital, Coast & Hutt Valley Districts |
| Responsible to | Group Manager, Hospital Operations |
| Children's Act 2014 | This position is not children's worker, requiring a safety check with Ministry of Justice vetting before commencing |
| 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.

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

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

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

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

Te Tiriti o Waitangi and Māori Health Outcomes

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

- 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.

Te Mauri o Rongo

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

Wairuatanga

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

Rangatiratanga

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

Whanaungatanga

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

Te Korowai Āhuru

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

District Responsibility

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.

Group Perspective

The Hospital Operations Group is one of six within Capital, Coast and Hutt Valley district's provider services. Services and specialties within the group range from primary to tertiary level with service provision for the district, the central Region and wider Regions. The group operates from three sites across the district including Wellington Regional, Hutt and Kenepuru hospitals.

The key areas of focus for the Hospital Operations Group are:

- To ensure effective patient flow across all sites and regionally
- To provide timely diagnostics and accurate reporting across all Radiology Services
- To maintain a responsive Emergency Department Service which strives to meet clinical demands in a timely manner and in accordance with national KPIs.
- To deliver high quality Intensive Care Services to the local district and the region
- To lead the management of emergency responses at a local level.
- To strengthen a quality and patient safety culture through an effective clinical governance model
- To maintain effective administrative support to all clinical areas
- To develop new models of care to manage hospital demand and flow supporting best use of Inpatient bed resources and to ensure the safe management of people with complex healthcare needs
- To lead expanded collaboration with Hutt Valley and Wairarapa to establish wider regional clinical services.

Service Perspective

Te Pae Tiaki, situated on the Wellington campus next to Wellington Regional Hospital, is a Level 6 tertiary centre dedicated to providing high-quality, acute, and emergent care for patients and their whānau.

Accredited by the Australasian College of Emergency Medicine (ACEM) for the maximum two years of advanced Emergency Medicine training, reflecting its high standards in clinical care, education, and service delivery.

Te Pae Tiaki is guided by a leadership team comprising the Nurse Manager, Clinical Leader of Emergency Medicine, and the Operations Manager. Together, they ensure seamless delivery of safe, affordable, and timely care. The Operations Manager, in particular, drives system improvements and patient flow efficiencies by collaborating with the Integrated Operations Centre (IOC) Operations Managers and other hospital sites across the region.

The department’s workforce is a cohesive team of medical professionals, registered nurses, healthcare assistants, and administrative staff, all committed to maintaining high standards of care.

Service Values:

- **Pūkengatanga** – Expertise in healthcare delivery
- **Manaakitanga** – Respectful and compassionate care
- **Kaitiakitanga** – Responsible stewardship of resources
- **Māhaki** – Leading with humility and support
- **Whanaungatanga** – Building strong, collaborative relationships

The service focus is to deliver integrated, high-quality care while optimising patient outcomes, improving patient flow, and fostering a culture of innovation and excellence.

Purpose of the role

The Operations Manager for the Emergency Department (ED) at Wellington Hospital is responsible for overseeing the efficient operation of the ED and ensuring the delivery of high-quality, timely care. A key focus of the role is achieving Shorter Stays in Emergency Departments (SSiED) targets by optimising patient flow, removing barriers to timely care, and fostering a culture of positive change.

Working in partnership with the Clinical Leader and Director of Nursing, the Operations Manager will develop and implement systems and processes to support seamless, integrated care across the continuum—from the ED to inpatient services. The role requires strong leadership to drive cultural and operational improvements, promote cross-departmental collaboration, and align day-to-day operations with strategic objectives.

This role demands an innovative leader with a commitment to improving performance, enhancing patient outcomes, and ensuring the ED meets its targets in a safe, sustainable, and patient-centred way.

The Operations Manager participates in an afterhours District Emergency Management roster. On call periods are for one week commencing 1700hrs Monday pm and concluding the following Monday at 0800hrs. On Call is approximately 1 week in 20.

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.

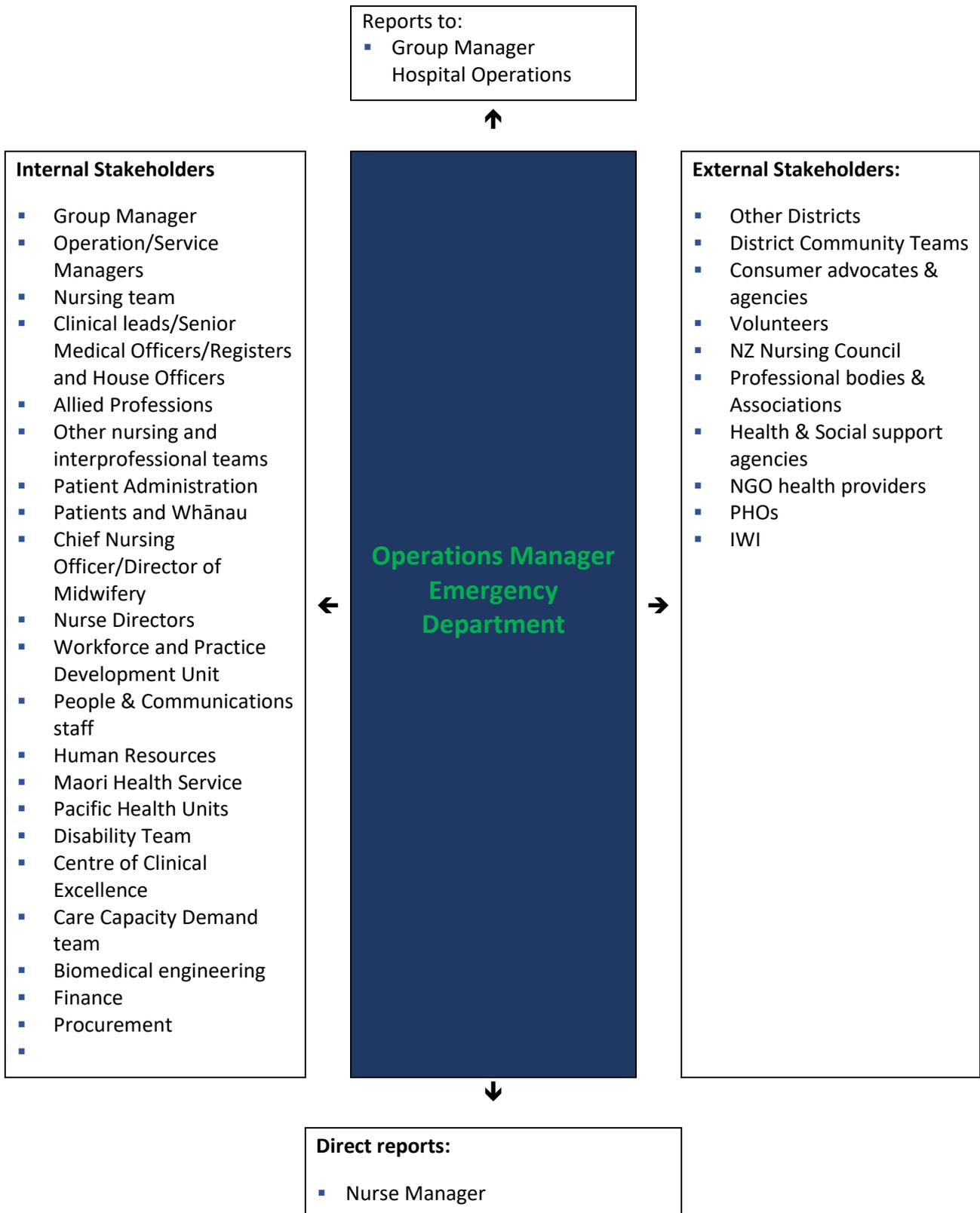
| Key accountabilities | Deliverables / Outcomes |
|--------------------------|--|
| General accountabilities | <ul style="list-style-type: none"> ▪ Maintains a strict sense of professional ethics, confidentiality and privacy and abide by the District Code of Conduct ▪ Leads a culture of safe practice by ensuring that health and safety practice meets health and safety requirements at work legislation, and by applying the District policies and processes ▪ Leads and role models application of Te Tiriti o Waitangi principles; ▪ Champions equity and diversity in the workplace ▪ Contributes to improving inequities by working with colleagues to operationalise Te Whatu Ora’s commitment to meet the Pae Ora (Healthy Futures) Act 2022 obligations as Te Tiriti o Waitangi partners |

| Key accountabilities | Deliverables / Outcomes |
|--|---|
| | <ul style="list-style-type: none"> ▪ Contributes to the achievement of Service and District KPIs and goals |
| <p>Leadership, Direction & Management Support</p> | <ul style="list-style-type: none"> ▪ CCHV provides access every day for all patients presenting to the Emergency Department without unnecessary delays ▪ All staff understand the role of the Operations Manager and act on decisions made ▪ Acts as change agent to support the successful development and implementation of improvement programmes ▪ Work with and influence key leaders to bring about changes in practice and behaviours and gain commitment to a unified approach to flow ▪ Services are delivered to performance targets. ▪ Activity targets are met. ▪ Available capacity is used to reduce any delays for admissions from ED ▪ Admission avoidance strategies are maximised ▪ Staff are informed of their accountability and responsibility for maintaining flow across the hospital ▪ EDDs are accurate and able to be used as predictors of capacity and resourcing needs ▪ Direct reports have development and succession plans. ▪ Professional competencies are maintained. |
| <p>Patient Flow</p> | <ul style="list-style-type: none"> ▪ Leads a practice patient flow management strategy ▪ Develops the necessary tools and collateral to ensure consistent practice across all facilities ▪ Proactively oversees the admissions flow through ED and manage daily surges and continuous operational pressures to prevent congestion and delays ▪ Ensuring streaming in ED to ensure patients can be seen, assessed and discharged by prioritising and coordinating tasks across various clinical and operational teams ▪ Works with wards to ensure they pull patients from ED as soon as discharge occurs ▪ Work with Operations Managers and IOC to develop pathways for admission of patients from ED to avoid patient delays for specialty assessment ▪ Promote a culture of continuous improvement support the success of the Acute Flow Standards implementation and compliance with SSiED target |
| <p>Bed Management</p> <p>Meet weekly with IOC Operation Managers to review and discuss barriers and strategies</p> | <ul style="list-style-type: none"> ▪ Discusses with IOC Operations manager discharge issues and barriers of the week and looking into the next week. ▪ Work with Operations Managers and clinical Leaders to achieve the overall capacity outcomes needed to maintain flow ▪ Work with IOC and inpatient wards to ensure Bed Management from ED request to bed placement reduces delays for patients in ED waiting for beds. |

| Key accountabilities | Deliverables / Outcomes |
|------------------------------|---|
| Resource Management | <ul style="list-style-type: none"> ▪ Services are delivered within budget and establishment. ▪ Exception reporting is in place and delivered in a timely manner. ▪ Developed decision making models are supported within services ▪ Cost centres are within budget. ▪ FTE is within establishment. ▪ Safe staffing levels and mix is maintained. ▪ Appropriate controls are established to support devolved decision making. |
| Workforce Planning | <ul style="list-style-type: none"> ▪ Operation Manager participate in the development of the organisational workforce plan ▪ Plans for service change and the recruitment of suitably qualified / experienced staff ▪ Institute workforce plan outlines issues and strategies for all services |
| Service Planning | <ul style="list-style-type: none"> ▪ Service plans are developed and implemented. ▪ Ongoing assessment of clinical performance occurs within units and benchmarking is part of normal practice. ▪ Outcomes from the annual operational plan are achieved. ▪ Regular variance reporting and actions to address variances are evident. |
| Quality and Risk | <ul style="list-style-type: none"> ▪ Risk issues (clinical, non-clinical, OH&S) are identified and mitigation strategies are developed. ▪ An ongoing quality improvement programme is identified at service level. ▪ Continuous improvement in patient flows is occurring. ▪ Risk register is up to date; mitigations are in place. ▪ Documented and actioned quality improvement programme. ▪ Improved ALOS and/or clinical outcomes and the links are demonstrated to improvement initiatives. |
| Occupational Health & Safety | <ul style="list-style-type: none"> ▪ Safety Management <ul style="list-style-type: none"> - proactive Health & Safety systems are in place ▪ Injury Management <ul style="list-style-type: none"> - reactive safety management systems are in place ▪ Hazard registers are complete and reviewed 6 monthly in consultation with staff ▪ H&S objectives are specific, measurable, achievable, realistic and time-framed and set as part of the service planning cycle and reviewed annually in consultation with staff ▪ All new staff undergo pre-employment screening |

| Key accountabilities | Deliverables / Outcomes |
|----------------------|---|
| | <ul style="list-style-type: none"> ▪ All staff have completed H&S orientation (questionnaire repeated annually) and know what to do in the event of an injury which occurred at work ▪ An Initial Needs Assessment (INA) is completed within 48 hrs of staff work injury notification ▪ Weekly monitoring is carried out with staff away from work with an injury ▪ A reportable event and review is completed for work accidents |

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 |
|---------------------------------|---|
| 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 |
| 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 effectively and efficiently ▪ Arranges information and files in a useful manner |
| Planning | <ul style="list-style-type: none"> ▪ Accurately scopes out length and difficulty of tasks and projects ▪ Sets objectives and goals ▪ Breaks down work into the process steps ▪ Develops schedules and task/people assignments ▪ Anticipates and adjusts for problems and roadblocks ▪ Measures performance against goals ▪ Evaluates results |
| 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 ▪ Sought out by others for advice and solutions |
| 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 the first answer |
| 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. ▪ Shows commitment to continuous learning and performance development. |
| Negotiating | <ul style="list-style-type: none"> ▪ Can negotiate skilfully in tough situations with both internal and external groups; ▪ Can settle differences with minimum noise; ▪ Can win concessions without damaging relationships; ▪ Can be both direct and forceful as well as diplomatic; ▪ Gains trust quickly of other parties to the negotiations; ▪ Has a good sense of timing |
| Partnership with Maori | <ul style="list-style-type: none"> ▪ Understands the principles of Te Tiriti o Waitangi and how these apply within the context of health service provision. |

| Competency | Behaviours |
|------------|--|
| | <ul style="list-style-type: none"> ▪ Applies the notion of partnership and participation with Maori within the workplace and the wider community. ▪ Promotes and participates in targeting Maori health initiatives by which Maori health gains can be achieved. ▪ Implements strategies that are responsive to the health needs of Maori |

Experience and Capability

Essential qualifications, skills and experience

A. Knowledge, Skills & Experience:

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

B. Qualifications

- Relevant business qualification or equivalent experience
- Qualified health professional

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

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

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

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