

# Position Description | Te whakaturanga ō mahi Health New Zealand | Te Whatu Ora

<b>Title</b>	Programme Director – Hospital Network		
<b>Reports to</b>	Group Director Operations, Hospital and Specialist Services		
<b>Location</b>	Capital Coast & Hutt Valley		
<b>Department</b>	Hospital Network, HSS		
<b>Direct Reports</b>	7	<b>Total FTE</b>	1.0
<b>Budget Size</b>	<b>Opex</b>	<b>Capex</b>	
<b>Delegated Authority</b>	<b>HR</b>	<b>Finance</b>	
<b>Date</b>	05/02/2026		
<b>Job band (indicative)</b>	SP28		

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.

## Te Mauri o Rongo – The New Zealand Health Charter

The foundation for how we ensure our people are empowered, safe and supported while working to deliver a successful healthcare system, is Te Mauri o Rongo – the New Zealand Health Charter. It guides all of us as we work towards a healthcare system that is more responsive to the needs of, and accessible to all people in Aotearoa New Zealand.

It applies to everyone in our organisation and sits alongside our code of conduct as our guiding document.

Te Mauri o Rongo consists of four pou (pillars) within it, including:

**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 will 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.

**Te Korowai Āhuru** – a cloak which seeks to provide safety and comfort to the workforce.

These values underpin how we relate to each other as we serve our whānau and communities.

Together we will do this by:

- caring for the people
- recognising, supporting and valuing our people and the work we all do
- working together to design and deliver services, and
- defining the competencies and behaviours we expect from everyone.

## About the role

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The HSS Hospital Network programme is responsible for progressing the immediate medium-term and long-term development of the Capital, Coast and Hutt Valley (CCHV) clinical service network and hospital sites, and supporting the delivery of large-scale infrastructure and facility improvement projects underway across the district.

Health New Zealand (HNZ) Hospital and Specialist Services (HSS) and Infrastructure and Investment Group (IIG) will be working in partnership over the coming years to plan and deliver infrastructure upgrades to CCHV hospital campuses.

The Wellington Hospital Emergency Department Redevelopment Project (Front of Whare) is the most significant project underway at present. The project will deliver a relocated and expanded Te Pae Tiaki Wellington Emergency Department, and an expanded acute service offering in the Medical Assessment and Planning Unit, Surgical Assessment and Planning Unit, Intensive Care Unit, and adult inpatient beds at Wellington Regional Hospital. The Project will be delivered over several stages across multi years, alongside the Hybrid Theatre and Copper Pipes remediation projects.

The Hospital Network Programme Director will play a key role in the partnership model connecting HSS and IIG leadership across the Major Monitored projects included in the campus redevelopment portfolio.

- Wellington Emergency Department Redevelopment (Front of Whare)
- Hybrid theatre
- Rapid inpatient capacity expansion - temporary IPU
- Copper Pipes Replacement
- High Voltage Infrastructure Upgrade
- Interventional Radiology
- Lifts Upgrade
- Hutt Maternity Redevelopment
- Hutt Adult Mental Health Unit (AMHU)

The primary purpose of the Programme Director Hospital Network is to:

- Lead and direct the HSS project teams across the Front of Whare and Hybrid Theatre projects responsible for:
  - clinical and operational input and coordination
  - new facility transition, commissioning and migration programme
  - workforce service transformation through the project implementation
  - change management, training and resourcing
  - disruption management and service continuity during construction
- In partnership with CCHV executive and clinical colleagues, support and develop transformation activities across the health system to ensure delivery of new models of care that deliver equitable health outcomes and make best use of resources, align with district wide service planning and the delivery of new facilities.
- Participate and collaborate in the planning of our district HSS service design and support the Central region to delivering the network of services we need to meet the health needs of our local communities and be an effective regional complex care provider of tertiary services.
- In partnership with IIG, Planning Founding & Outcomes (PFO) and local CCHV stakeholders, progress clinical service planning and site master planning for the CCHV district in alignment with HNZ network and facility planning processes.

Key Result Area	Expected Outcomes / Performance Indicators
Leadership	<ul style="list-style-type: none"> <li>• Actively participate and contribute as a member of the CCHV HSS - Leadership Group.</li> <li>• The Programme Director leads operational and clinical planning, engagement and coordination to ensure campus redevelopment projects meet the needs of the CCHV community, and are delivered in accordance with project Business Cases.</li> <li>• Provide senior leadership and direction for projects within the Hospital Network Programme, working with others to ensure all work is well planned, using work planning tools and methods which includes taking strategic and tactical approaches to achieve results.</li> <li>• Ensure the operational, clinical and workforce transformation project teams progress strategies and processes to ensure regular dialogue with a wide range of stakeholders to promote problem solving, team working and risk sharing.</li> <li>• Ensure all work reflects our responsibilities to the priority of equity and meeting Treaty of Waitangi obligations and the partnership with mana whenua.</li> <li>• Work collaboratively with the IIG delivery leadership team, working closely with project leads for construction and data and digital.</li> </ul>

**Programme/Project Management**

- Design and plan the HSS Operational readiness and Workforce Transformation workstreams for key projects and proactively monitor and report on the overall progress to key governance groups, resolving issues and initiating corrective action as appropriate, while ensuring minimum disruption to ongoing hospital operations.
- Support HSS Project Directors and Managers in the planning of their related workstreams and projects to ensure they are all delivered on time, budget and to the required quality.
- Lead the integration and reconciliation of competing demands for multiple resources and maintain the overall integrity and coherence of the projects.
- Establish and provide leadership to the CCHV Executive User Group and project user groups, providing inputs and endorsement to the design process and acting as an escalation point for resolution of issues.
- Provide leadership and direction to the project teams managing the relocation of services impacted by the redevelopment and ensure the relocation of impacted services enables service continuity.
- Facilitate clinical and technical representation in FF&E planning and procurement activities
- Lead the planning of operational readiness and execution of the physical migration and support of the model of care changes.
- Manage change control related to the Operational Readiness workstream within projects.
- Identify and track any external dependencies required to deliver model of care changes ahead of the transition to new facilities. Escalate if required if insufficient external change is occurring that will impact on benefits realization.
- Prepare Hospital Network Programme reports that accurately reflect the overall programme progress and performance and enable effective steering of the programme(s).
- Attend and report at Hospital Network Programme Board, Wellington Campus Steering Group, CCHV Executive User Group and project specific control or user groups as required.
- Track and report on benefits realisation across the Hospital Network programme and projects.
- Lead the integration and reconciliation of competing demands for multiple resources and maintain the overall integrity and coherence of the projects.
- Lead the planning of operational readiness and execution of the physical migration and support of the model of care changes.

	<ul style="list-style-type: none"> <li>• Ensure that the Hospital Network and project internal communications are executed effectively and well managed.</li> <li>• Monitor hospital demand against the projections and incorporate this into strategic and programme planning.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• Maintain the Hospital Network risk register, identify and manage programme risks</li> <li>• Monitor and review subprogramme risk registers for specific projects and assigned HSS risks and inputs to the overarching project registers.</li> <li>• Identify and manage HSS risks, providing first line assurance around delivery and risk management, and manage the impact of any proposed changes, that may affect the project(s).</li> <li>• Demonstrate proven analytical, conceptual and problem-solving skills.</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Build collaborative and positive relationships across the Hospital Network team and other external stakeholders as required to support the projects.</li> <li>• Utilise proven excellent negotiation, consultation, facilitation and effective written and oral communication skills for use in a complex programme and the project environment.</li> <li>• Collaborate with multiple internal and external stakeholder groups, to facilitate and help shape what the future health services and our hospitals need to look like, in order to meet the needs of the community.</li> <li>• Ensure staff have appropriate time and opportunity to provide input into service and facility design and planning, with a focus on migration and transition (including clinical, operational management and physical facilities aspects).</li> <li>• Engage across the district to facilitate input to projects and workstreams within the Hospital Network Programme, to support the HSS-LG and senior clinical leaders and ensuring other internal stakeholders are informed or engaged with as required.</li> </ul>
<b>Te Tiriti o Waitangi</b>	<ul style="list-style-type: none"> <li>• Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori.</li> <li>• Supports tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care.</li> <li>• Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership.</li> </ul>

<p><b>Equity</b></p>	<ul style="list-style-type: none"> <li>• Commits to helping all people achieve equitable health outcomes.</li> <li>• Demonstrates awareness of colonisation and power relationships.</li> <li>• Demonstrates critical consciousness and on-going self-reflection and self-awareness in terms of the impact of their own culture on interactions and service delivery.</li> <li>• Shows a willingness to personally take a stand for equity.</li> <li>• Supports Māori-led and Pacific-led responses.</li> </ul>
<p><b>Culture and People Leadership</b></p>	<ul style="list-style-type: none"> <li>• Leads, nurtures and develops our team to make them feel valued.</li> <li>• Prioritises developing individuals and the team so Health New Zealand has enough of the right skills for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities and others.</li> <li>• Provides leadership that shows commitment, urgency and is visibly open, clear, and innovative whilst building mutually beneficial partnerships with various stakeholders both internally and externally.</li> <li>• Implements and maintains People &amp; Culture strategies and processes that support an environment where employee experience, development, and performance management drive achievement of the organisation’s strategic and business goals.</li> <li>• Ensures Business Unit culture develops in line with expectations outlined in Te Mauri o Rongo, ensuring unification of diverse teams whilst simultaneously supporting local cultures to be retained &amp; strengthened.</li> </ul>
<p><b>Innovation &amp; Improvement</b></p>	<ul style="list-style-type: none"> <li>• Identify gaps in current and future models of care, ways of working and processes that may impact on benefit realisation and work with relevant stakeholders to address.</li> <li>• Support overall improvement activities across Hospital and Specialist Services, with a particular focus on Front of Whare Project outcomes.</li> <li>• Provide regular reporting on improvement and innovation activities and project plans.</li> <li>• Is open to new ideas and create a culture where individuals at all levels bring their ideas on how to ‘do it better’ to the table.</li> <li>• Models an agile approach –tries new approaches, learns quickly, adapts fast.</li> <li>• Develops and maintains appropriate external networks to support current knowledge of leading practices.</li> </ul>
<p><b>Collaboration and Relationship Management</b></p>	<ul style="list-style-type: none"> <li>• Models good team player behaviour, working with colleagues to not allow silo thinking and behaviour at decision making level to get in the way of doing our best</li> </ul>

	<p>and collegially supports others to do the same.</p> <ul style="list-style-type: none"> <li>• Works with peers in Hauora Māori Service and Pacific Health Business Unit to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services.</li> </ul>
<b>Health &amp; safety</b>	<ul style="list-style-type: none"> <li>• Exercises leadership and due diligence in Health and Safety matters and ensures the successful implementation of Health and Safety strategy and initiatives.</li> <li>• Takes all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes.</li> <li>• Leads, champions, and promotes continual improvement in health and wellbeing to create a healthy and safe culture.</li> </ul>
<b>Compliance and Risk</b>	<ul style="list-style-type: none"> <li>• Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place.</li> <li>• Ensures compliance with all relevant statutory, safety and regulatory requirements applicable to the Business Unit.</li> <li>• Understands, and operates within, the financial &amp; operational delegations of their role, ensuring peers and team members are also similarly aware.</li> </ul>

## Relationships

<b>External</b>	<b>Internal</b>
<ul style="list-style-type: none"> <li>• Project stakeholders</li> <li>• Consultants and contractors engaged on projects</li> <li>• Patients and whānau</li> <li>• Community groups including consumer representatives</li> <li>• External advisory groups</li> <li>• Ministry of Health</li> <li>• Treasury</li> </ul>	<ul style="list-style-type: none"> <li>• Group Director Operations</li> <li>• CCHV HSS-Leadership Group</li> <li>• Hospital Network Programme Board</li> <li>• Project SRO, Project Directors, Project Teams and Project Control Groups and User Groups</li> <li>• Clinical Leaders, Senior Managers</li> <li>• All CCHV staff</li> <li>• IIG leaders and teams</li> <li>• Digital Services leaders and teams</li> <li>• Wider organisation, including district, regional and national teams</li> <li>• People and Culture</li> <li>• Communications and Engagement</li> </ul>

## About you – to succeed in this role

## Person Specification

### Education and Qualification

Essential	Desirable
<ul style="list-style-type: none"> <li>Health qualification</li> <li>Relevant Degree or Post Graduate qualification in Business/Project Management or significant experience</li> </ul>	

### Experience

Essential	Desirable
<ul style="list-style-type: none"> <li>Knowledge and experience of the Health Sector (minimum 10 years)</li> <li>Significant clinical knowledge and experience</li> <li>Experience in delivery of projects in the Health Sector</li> <li>Experience managing teams at a senior managerial level</li> <li>Excellent knowledge and experience of good project governance</li> <li>Experience in business case development and approvals</li> <li>Experience managing teams that include change management and transition planning and execution</li> <li>Proven experience establishing processes for identifying, managing and monitoring complex risks to project outcomes</li> <li>Demonstrated experience working at a senior management level across large and complex programmes of work</li> <li>Significant experience in strategic communications</li> </ul>	<ul style="list-style-type: none"> <li>Relevant professional project management experience and confidence in understanding a variety of project processes and methodologies, such as PRINCE2, PMBOK or similar or demonstrated experience in Project delivery.</li> <li>Experience in working with Change Management methodologies e.g. ADKAR</li> </ul>

### Awareness and Understanding of

Essential	Desirable
<ul style="list-style-type: none"> <li>Te Tiriti o Waitangi and its application to the health setting</li> <li>Privacy Act (2020) and Health Information Privacy Code (2020)</li> <li>Health and Safety at Work Act 2015</li> </ul>	<ul style="list-style-type: none"> <li>Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations (1996)</li> <li>New Zealand Council of Healthcare Standards</li> </ul>

### Skills & Personal Attributes

Skills

- Ability to take complex information and synthesize into key messages for relevant audiences
- Ability to lead in complex environments and manage a wide range of diverse stakeholders that are internal and external to Te Whatu Ora
- Demonstrated skills of operating within an environment that demands a high level of senior stakeholder engagement, political nous and financial management.
- Demonstrated organisational & time management skills
- Strong communication skills, both written & verbal
- Sound knowledge of Microsoft applications, e.g. Word, Excel & Outlook
- An understanding of government decision-making and operating procedures
- Sound understanding of public sector capital planning, particularly Treasury's Better Business Cases model would be advantageous

#### Personal Attributes

- Political nuance, with an understanding how issues play out and what is important to key stakeholders and the Government of the day
- Take care of own physical and mental wellbeing, and have the stamina needed to go the distance
- Be a respected leader, able to maximise the quality and contributions of individuals and teams to achieve the organisation's vision, purpose and goals
- Establish and maintain positive working relationships with people at all levels within the public and private sectors, related industry and community interest groups and the wider national and international communities
- Demonstrate a strong drive to deliver and take personal responsibility
- Demonstrate self-awareness of your impact on people and invest in your own leadership practice to continuously grow and improve
- Demonstrate the highest standards of personal, professional and institutional behaviour through commitment, loyalty and integrity
- Ability to effectively manage and operate under pressure in an often ambiguous environment

*This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.*