

Position Description

Position	Operations Manager
Team / Service	Acute Mental Health Inpatient After Hours, District and Hospital Services
Directorate	Mental Health, Addiction & Intellectual Disability Service (MHAIDS)
District	Capital, Coast and Hutt Valley & Wairarapa districts
Responsible to	Group Manager, Mental Health & Addiction Service
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 at multiple locations across the district.

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

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

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

Te Kāwanatanga o Aotearoa
New Zealand Government

- provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services.

The majority of the district's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people. Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

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

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

Te Tiriti o Waitangi and Māori Health Outcomes

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
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 HNZ policy.

Service Perspective

The Mental Health, Addiction and Intellectual Disability Service (MHAIDS) has over 1600 employees and spans two districts – Wairarapa and Capital, Coast and Hutt Valley.

MHAIDS includes local, regional, and national services. Our local Mental Health & Addiction Service provides care from multiple sites within the sub-region – greater Wellington, Hutt Valley and Wairarapa. The Forensic & Rehabilitation Service and the Intellectual Disability Service deliver regional and national inpatient services from the Rātonga-Rua-O-Porirua campus.

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

MHAIDS 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
- The Intellectual Disability High and Complex Framework

MHAIDS has access to business support services, including People and Culture, and Finance. In addition, the management and delivery of clinical services across MHAIDS is underpinned by consultation, advice, and support from a range of cultural, lived-experience, 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 o Waitangi | Whakapapa ki Te Tiriti o 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 hāpori

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

Team/Service perspective

This position is responsible for the operational management of acute inpatient mental health hospital and clinical hospital based services across the Local Adult Specialist Mental Health and Addiction Service. These services include:

- Te Whare o Matairangi
- Te Whare Ahuru
- Health of Older Persons (Te Whare Ra Uta)
- Consultation Liaison (Capital and Coast and Hutt Valley)

Purpose of the role

Key deliverables and competencies

- The Operations Manager, Acute Mental Health Inpatient After Hours, District and Hospital Services, in partnership with other Operations Managers, is responsible for calmly and astutely leading their locality through a significant change while maintaining day-to-day service operations. This includes championing the new vision, values and model of care for the Local Adult Specialist Mental Health and Addiction Service and developing a committed and passionate staff team.
- Is focussed on acute inpatient and hospital flow, and escalates to senior management alongside the MHAIDS Operations Centre any issues in an organised and coordinated way and working together as a function across the system to address any acute issues.
- A core focus is to reduce the inequities experienced by Māori whānau and other priority populations (e.g., Pacific peoples, disabled people and refugee/migrant communities).
- Fosters and role models active participation from those with lived experience within the function.
- Prioritises the development and maintenance of positive, collaborative relationships with external stakeholders – including primary care, peer support and NGO providers - to strengthen service delivery and ensure a smooth continuum of care.
- Is responsible for developing, maintaining and role modelling good working relationships with other operation managers and clinical leaders within the Local Adult Specialist Mental Health and Addiction Service.
- Role-models cultural competence and ensures the service is meeting its obligations under Principle 1 - Grounded in Te Tiriti o Waitangi/Whakapapa ki Te Tiriti o Waitangi.

Key Accountabilities

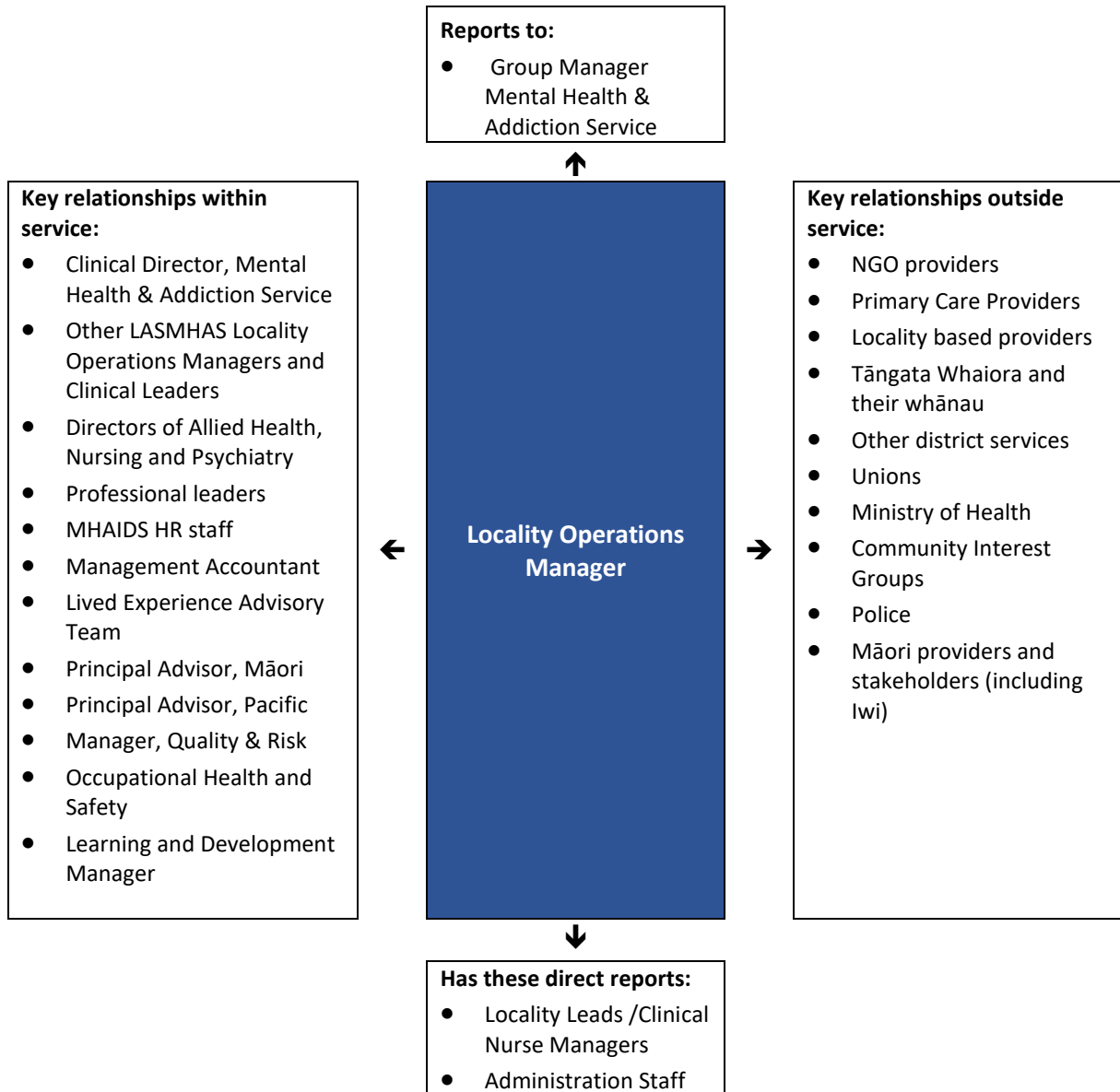
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
Leadership	<ul style="list-style-type: none"> • Leads the After Hours Hospital Acute Mental Health Inpatient function alongside the Clinical Leader. This includes ensuring that services are delivering high quality, evidence-based and equitable mental health and addiction care that is in line with MHAIDS' agreed vision and strategic direction. • Role models and reinforces values and associated behaviours expected across MHAIDS. • Champions, role models and leads workplace change and culture initiatives. • Ensuring appropriate flow through acute mental health services, and occupancy is managed within service limits. • Ensures that decisions are in line with the MHAIDS vision, plans and policies. • Has constructive, respectful and effective relationships with the Group Manager and Clinical Director for the MHAIDS Mental Health & Addiction Service and other senior leaders. • Is a visible leader for MHAIDS; ensuring effective communication with staff and stakeholders. • Positively leads, supports and implements the Care Capacity Demand Management (CCDM) programme for the ward/unit/service; • Ensures staff set the standard for accurate completion of Trend Care data. • Builds and fosters a change culture and capability within the after-hours district function to achieve flexibility, resilience and the achievement of sustainable outcomes. • Works collaboratively with key stakeholders to ensure improved health outcomes for tāngata and whāiora and whānau. • Promotes positive, respectful working relationships with other service providers. • Readily shares knowledge and skills and provides guidance and coaching to develop the workforce. • Leads by example and is seen as a champion of MHAIDS' development initiatives.
Financial Resource Management	<ul style="list-style-type: none"> • Adheres to District financial/contractual policies. • Ensures the function's FTE data is within establishment and accurate/correct. • Manages within the function budget, including overtime • Understands and can explain variances to the function budget. • Initiates actions to address budget variances. • Plans to minimise waste and support sustainability.
Quality and Risk	<ul style="list-style-type: none"> • Identified risks are monitored, reported, and escalated as appropriate, with risk mitigations implemented. • Promotes meaningful innovation and evidence-based practice. • Ensures the service meets certification requirements, and other legislative compliance standards such as Ombudsman audits. • Responds to external reviews and complaints, such as Coroners and HDC complaints ensuring actions are completed embedded into service practice.

	<ul style="list-style-type: none"> • Alongside their Clinical Leader partner, champions an effective continuous quality improvement programme within the service following the districts quality framework. • Accountable for ensuring that staff maintain wellbeing, and debriefing following events that have, or have the potential, to impact on staff on an ongoing basis. • Ensures all staff have appropriate police vetting. • Ensures activity targets and national/district KPI targets/indicators are met or exceeded by the function.
Workforce	<ul style="list-style-type: none"> • Identifies and actions ways to recruit, develop and retain workforce and ensures the locality has the appropriate skill mix required. • Ensures ongoing professional development and performance appraisals for staff within the locality. • Undertakes appropriate professional performance management of staff. • Annual plan objectives cascade through performance development plans and targets are achieved. • Professional requirements are met and risks relating to professional misconduct or negligence mitigated/eliminated where possible. • Actively champions Professional Development and Recognition Programme (PDRP) and actively encourages all staff to participate. • Ensures all staff have a current Annual Practicing Certificate (APC). • Works alongside the MHAIDS HR team to develop an annual function workforce plan. The plan demonstrates how staff competencies will be maintained and the strategy for recruitment and retention, which will inform the broader Mental Health & Addiction Service plan. • Responsible for proactively ensuring health, safety and wellbeing of staff as per NZ Health and Safety Legislation.
Strategic Planning	<ul style="list-style-type: none"> • Planning is aligned to both government policy direction, community expectations and organisational strategic and operational goals and objectives • Champions and leads initiatives that reduce inequities for Māori whānau • Collaborates with stakeholders across the locality to develop and implement better ways of working • Implements KPIs and other performance measures of service delivery • Contributes to the development and maintenance of strong cooperative relationships with the other Locality Operations Managers to ensure critical imperatives are achieved for the wider Wellington district • Builds strategic alliances and partnerships, and collaborates with their community, providers, and colleagues to strengthen services and improve health outcomes for those living in the locality.
Occupational Health and Safety	<ul style="list-style-type: none"> • Proactive Health and Safety systems are in place • Agreed Health and Safety targets are met, including: <ul style="list-style-type: none"> ○ Hazard Registers ○ H&S objectives ○ Pre-employment screening ○ H&S Orientation

	<ul style="list-style-type: none"> ○ Initial Needs Assessment ○ Reportable event reviews ● Ensures all employees maintain adequate safety standards on the job through consultation, training and supervision ● Ensures own and others' safety at all times ● Complies with policies, procedures and safe systems of work ● Responsible for ensuring all incidents/accidents, are reported, including near misses in a timely fashion. ● Is involved in health and safety through participation and consultation and role modelling this at a strategic level.
<p>6. Te Tiriti ō Waitangi</p>	<ul style="list-style-type: none"> ▪ Work in partnership with stakeholders to achieve our equity goals for Māori and ensure Te Tiriti ō Waitangi obligations are adhered to ▪ 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.
<p>7. Lived Experience Engagement</p>	<ul style="list-style-type: none"> ▪ Is committed to upholding the Code of Expectations required by the Pae Ora Act 2022. ▪ Is committed to recovery, wellbeing, culturally responsive and person-directed service design and delivery within the home base. ▪ Will creates a culture that is safe and supportive of the lived experience and peer support workforce. Leading by example and supporting staff in training to improve knowledge and decrease experiences of discrimination. ▪ Values and prioritises the voice of lived experience and recognises its contribution and expertise within the home base. This is demonstrated by working in partnership with the Lived Experience Lead to inform service design and delivery. ▪ Seeks feedback on ways to improve care and actions this feedback alongside the Lived Experience Lead to ensure the home base is informed by those with lived experience and their whānau. This is demonstrated by positive Mārama RealTime Feedback, direct feedback from tāngata whaiora and whānau, and the compliments and complaints processes about the home base.

Key Relationships & Authorities



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 ▪ Ensuring 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. ▪ Work 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 practise. ▪ Cultural competency is current, contemporary and supports inclusivity and partnership principles. ▪ Good understanding and working knowledge of current Māori Models utilised in our service. ▪ Promotes and demonstrates understanding and application of tikanga. ▪ Actively encourages Māori concepts of whakawhanaungatanga in their daily work practises. • Demonstrates MHAIDS values of Kotahitanga, Rangatiratanga and Manaakitanga in your professional practise
Lived Experience	<ul style="list-style-type: none"> ▪ Has an understanding of recovery that is trauma-informed, strengths 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. ▪ 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.

Competency	Behaviours
	<ul style="list-style-type: none"> ▪ 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.
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 and Experience

- Has held a senior role of this nature in the health sector, preferably in the mental health and addiction sector
- Has extensive knowledge and perspective of Mental Health, Addiction and/or Intellectual Disability service delivery
- Has operated within a complex, high pressure environment, ideally within an acute inpatient mental health service, which includes meeting the needs of multiple services at the same time
- Has knowledge of health service data and analytics, and able to use this to predict capacity and demand and flex to manage this
- Has knowledge of the Care Capacity Demand Management Programme
- Experience of managing a business/operation effectively
- A strong mix of strategic and operational skills that include:
 - Providing vision, direction and leadership
 - The ability to form a strong clinical-management partnership
 - Dedication to working alongside community providers
 - Innovation in health services and prevention of illness and disability for targeted groups in society
 - The ability to translate agreed organisational strategy into assigned responsibilities and service plans
- Successful experience leading, managing and developing staff and managing cost centre budgets and resources
- Successful experience in managing internal and external relationships with an assortment of stakeholders, with demonstrated management success in building relationships and gaining the support and participation of key individuals and groups including with general hospital services such as Emergency Departments, ICU's, Security
- Successful experience in leading staff during times of change and change management
- Demonstrated ability to find common ground and solve problems for the good of all, represent his/her own interests and yet be fair to other groups
- Strength for solving problems with peers with a minimum of noise, gaining trust easily and encouraging collaboration
- Comprehensive general knowledge of Te Whatu Ora environments, its strategic priorities, strengths and weaknesses

b) Essential Professional Qualifications/Accreditations/Registrations:

- Relevant tertiary level business qualification or equivalent in health leadership management
- Clinical qualification an essential.
- Professional registration with current APC

c) Someone well suited to the role will place a high value on the following:

- Valuing the contribution of others
- Managing stakeholder relationships
- Pro-active management to achieve outcomes
- Using data for best practice outcomes
- Devolution of decision making
- A commitment to contribute at a strategic level
- A commitment to promote research

d) Other

- Broad and lateral thinker who can articulate thinking well at all levels

- Adept at working across established networks and structures
- Emotionally resilient
- Flexible and adaptable
- Works well with complexity and ambiguity
- Proactive and motivated – responds positively to new challenges
- Skilled in time and organisational management
- Works well under pressure – keeps a balanced perspective

The Capital, Coast and Hutt Valley and Wairarapa districts 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.

The districts are 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.

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 meetings.