

## Position Description

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<b>Position</b>	Director of Psychiatry
<b>Group</b>	Mental Health, Addiction & Intellectual Disability (MHAID) Service
<b>Team / Service</b>	Senior Leadership Team
<b>District</b>	Capital, Coast, Hutt Valley & Wairarapa districts
<b>Responsible to</b>	Executive Clinical Director
<b>Children's Act 2014</b>	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years.
<b>Location</b>	This position is primarily based in Porirua, yet it is expected the Director of Psychiatry's work will often be mobile, in service of attending to the various teams and their SMOs' needs. Accordingly, the role will also operate from those various locations across the district.

## Te Whatu Ora

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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

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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 health 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, and indirectly via contracting external providers
- Provide local, sub-regional, regional and national inpatient 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. Lower Hutt and Wellington City have broadly similar proportions of Māori and Pacific peoples, while Porirua has the largest Pacific population proportion in the Wellington region. Kāpiti Coast and Upper Hutt both have smaller Māori and Pacific populations compared with the other main urban centres. 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 Kāpiti 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. Inpatient forensic, rehabilitation and intellectual disability services are located on the Ratonga-Rua campus in Porirua.

## Te Tiriti o Waitangi and Māori Health Outcomes

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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

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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

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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.

## The Mental Health, Addiction and Intellectual Disability Service (MHAIDS)

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The Mental Health, Addiction and Intellectual Disability Service (MHAIDS) has over 1700 employees and spans Wairarapa, Capital, Coast and Hutt Valley districts. It delivers a range of local, regional and national services.

Local services are provided from multiple sites within the sub-region – greater Wellington, Hutt Valley and Wairarapa. Te Korowai Whāriki and the Intellectual Disability Service deliver local, regional and national community and inpatient forensic services.

MHAIDS' core business 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 and staff development expertise, including People and Culture, Finance and Learning & Development. In addition, the management and delivery of clinical services is underpinned by consultation, advice, and support from a range of cultural, lived-experience and whānau advisors.

## Purpose of the Director of Psychiatry role

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MHAIDS is committed to the ongoing development of a strong clinical-management partnership across its services. This is reflected in the dual leadership roles of Executive Clinical Director and General Manager reporting to the Group Director of Operations for the Capital, Coast and Hutt Valley Districts. Within the three service arms (Intellectual Disability, Forensic & Rehabilitation and Mental Health & Addiction), leadership is vested in a Clinical Director and a Group Manager who are both responsible and accountable for effective leadership of the MHAIDS operations.

Alongside these roles are the Directors of Nursing, Allied Health and Psychiatry who provide strategic leadership and direction for the development of our clinical workforces, clinical standards and models of care.

The Director of Psychiatry is a member of the MHAIDS Senior Leadership Team and shares collective accountability for the strategic leadership, operational performance, service development and continuous improvement of MHAIDS services across the region.

As part of the Senior Leadership Team, the Director of Psychiatry contributes to organisational strategy, planning and implementation initiatives, and supports the delivery of safe, effective, equitable and sustainable mental health and addiction services. The role works collaboratively with clinical, operational and professional leaders to support achievement of organisational priorities, quality standards, workforce objectives and national health targets.

The Director of Psychiatry provides professional leadership for the medical workforce across MHAIDS and is responsible for promoting and maintaining high standards of clinical practice, professional conduct and workforce development. The role provides strategic medical leadership across service planning, quality improvement, workforce sustainability and organisational change initiatives, and represents MHAIDS in matters relating to medical staff and medical professional leadership.

All members of the Senior Leadership Team are expected to demonstrate collective responsibility and actively support organisational decisions and priorities in the interests of achieving the overall MHAIDS strategy and improving outcomes for tāngata whaiora and whānau.

## Key priorities of this role

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### Strategic and professional leadership

- Providing strategic medical leadership to support the delivery and improvement of high-quality mental health and addiction services.
- Contributing to organisational strategy, service planning, transformation and improvement initiatives across MHAIDS.
- Promoting clinical excellence, patient safety, quality improvement and professional standards across the medical workforce.
- Supporting effective clinical governance and contributing to relevant governance and leadership groups.
- Building effective partnerships across Health NZ, universities, professional colleges, primary care, NGO providers and other stakeholders.
- Providing leadership on organisational change and matters impacting medical staff and service delivery.
- Contributing to regional and national discussions relating to psychiatry, mental health services and medical workforce development.

### Medical workforce leadership and development

- Leading medical workforce planning, recruitment, retention and sustainability initiatives across MHAIDS.
- Providing professional leadership and support to SMOs, RMOs and other medical staff.
- Supporting workforce wellbeing, professional development and succession planning.
- Overseeing SMO and RMO recruitment, rostering and workforce cover arrangements to support safe and sustainable service delivery.
- Supporting high-quality training programmes and professional development opportunities in partnership with the Learning and Development team and Directors of Training.
- Supporting accountability for the RANZCP Psychiatry Training Programme across the region.
- Leading credentialing processes and supporting professional standards and compliance requirements.
- Supporting medical student placements and training opportunities.

### Clinical governance, quality and safety

Alongside the Executive Clinical Director and Clinical Directors:

- Providing medical leadership on quality improvement, patient safety and clinical governance matters.
- Supporting clinical risk management, incident review processes and medico-legal matters.
- Advising on professional conduct, performance and behavioural matters relating to medical staff.
- Supporting the development and monitoring of clinical standards, policies and models of care.
- Providing oversight of Electroconvulsive Therapy (ECT) services across MHAIDS, including quality assurance, workforce capability and compliance requirements.

### Interprofessional leadership

- Working collaboratively with Nursing, Allied Health, Cultural and Operational leaders to strengthen multidisciplinary practice and service integration.
- Supporting MHAIDS as an employer of choice and promoting workforce development and leadership across professional groups.

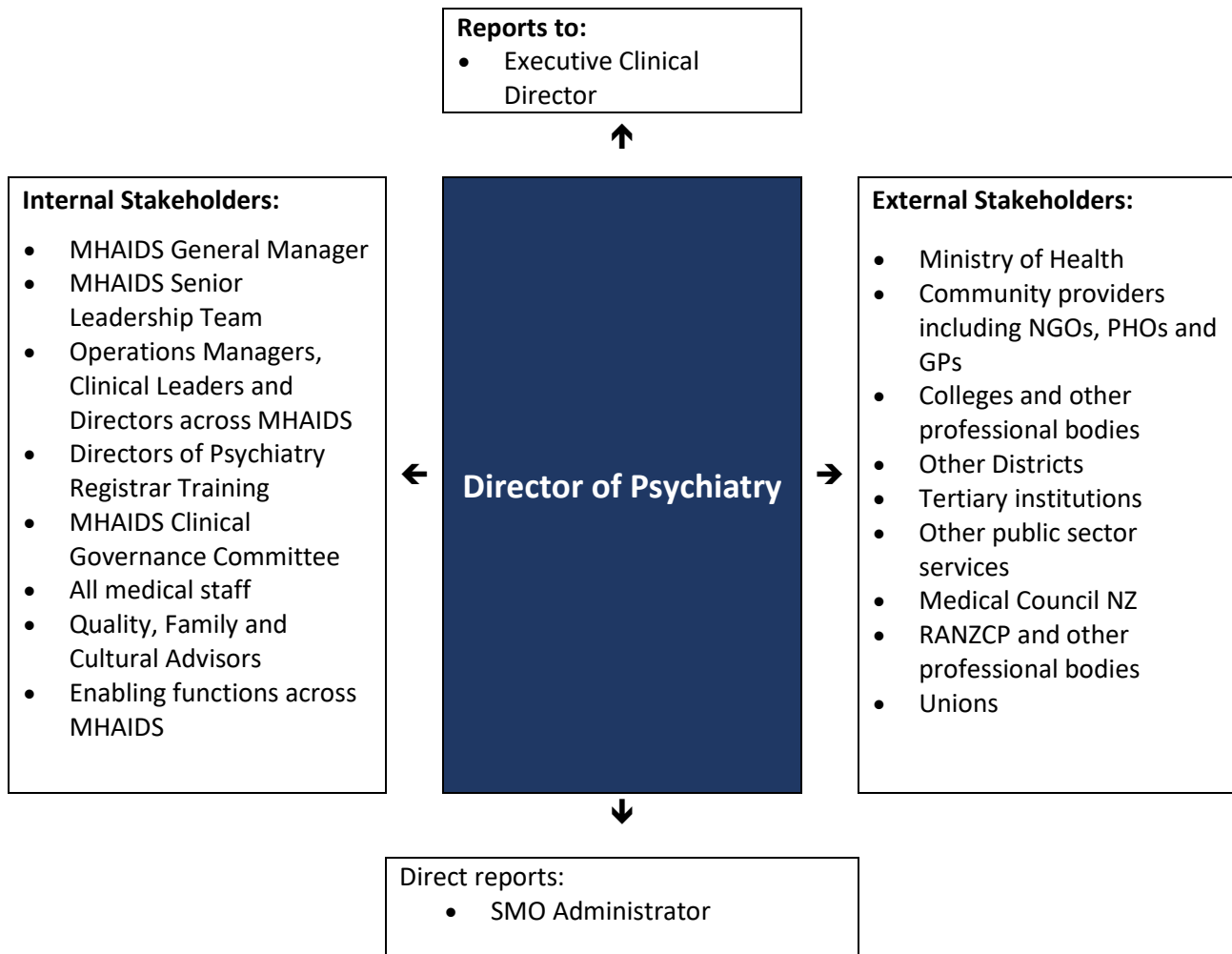
## Key Accountabilities

The following accountabilities may evolve in response to organisational priorities and service changes. Additional duties relevant to the position may be required from time to time.

Key accountabilities	Deliverables / Outcomes
<b>1. Strategic Leadership and Service Development</b>	<ul style="list-style-type: none"> <li>• Contribute to the strategic direction, planning and continuous improvement of MHAIDS services.</li> <li>• Support the delivery of organisational priorities, annual plans, service objectives and national health targets.</li> <li>• Contribute to the development of sustainable, high-quality and equitable mental health, addiction and intellectual disability services.</li> <li>• Promote innovation, quality improvement, clinical excellence and research activity across MHAIDS.</li> <li>• Support the development and monitoring of meaningful service performance measures, quality indicators and workforce metrics.</li> <li>• Contribute to regional and national discussions relating to mental health service delivery, medical leadership and workforce sustainability.</li> </ul>
<b>2. Organisational Contribution</b>	<ul style="list-style-type: none"> <li>• Provide visible and effective medical leadership across MHAIDS.</li> <li>• Work collaboratively with the Senior Leadership Team to lead organisational change, service improvement and transformation initiatives.</li> <li>• Champion a culture of clinical excellence, continuous improvement, collaboration, accountability and innovation.</li> <li>• Support effective multidisciplinary and inter-professional leadership and decision-making.</li> <li>• Lead and support medical staff through periods of organisational and service change.</li> <li>• Represent MHAIDS at regional, national and professional forums, as required.</li> </ul>
<b>3. Strategic Relationships and System Leadership</b>	<ul style="list-style-type: none"> <li>• Develop and maintain effective relationships with internal and external stakeholders, including Health NZ services, primary care, NGO providers, universities, professional colleges and community partners.</li> <li>• Support integrated approaches to service planning, workforce development and service delivery across the region.</li> <li>• Work collaboratively with operational, clinical, cultural and professional leaders to achieve organisational objectives and improve outcomes for tāngata whaiora and whānau.</li> <li>• Contribute to strong regional and system-wide partnerships to strengthen mental health and addiction services.</li> </ul>
<b>4. Medical Workforce Leadership and Clinical Governance</b>	<ul style="list-style-type: none"> <li>• Provide professional leadership, support and advocacy for the medical workforce across MHAIDS.</li> <li>• Support a positive medical workforce culture focused on wellbeing, professional development, training and workforce sustainability.</li> <li>• Oversee SMO and RMO workforce planning, recruitment, rostering and workforce cover arrangements to support safe and sustainable service delivery.</li> </ul>

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> <li>• Support high standards of clinical practice, credentialing, professional conduct and clinical governance.</li> <li>• Ensure appropriate systems, processes and controls are in place to support patient safety, quality improvement and risk management.</li> <li>• Support the development of future medical workforce capability through training, teaching and professional development initiatives.</li> <li>• Provide professional and clinical oversight of Electroconvulsive Therapy (ECT) services across MHAIDS.</li> </ul>
<p><b>5. Te Tiriti o Waitangi and Equity</b></p>	<ul style="list-style-type: none"> <li>• Demonstrate commitment to Te Tiriti o Waitangi and support equitable health outcomes for Māori.</li> <li>• Ensure equity considerations are reflected in service planning, workforce development, quality improvement and performance monitoring activities.</li> <li>• Support culturally responsive practice and contribute to building cultural capability across teams and services.</li> <li>• Promote partnership approaches that strengthen outcomes for Māori, Pacific peoples and other priority populations.</li> </ul>
<p><b>6. Positive Workplace Culture and Health, Safety and Wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Promote a positive, inclusive and respectful workplace culture.</li> <li>• Support effective communication, collaboration, constructive debate and shared problem solving across teams.</li> <li>• Ensure appropriate health, safety and wellbeing practices are maintained.</li> <li>• Support staff engagement and active participation in service improvement and organisational development initiatives.</li> <li>• Demonstrate leadership behaviours consistent with Health NZ values and expectations.</li> </ul>

## Key Relationships & Authorities



## Capability Profile

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

Competency	Behaviours
<b>Strategic agility</b>	<ul style="list-style-type: none"> <li>Sees ahead clearly</li> <li>Can anticipate future consequences and trends accurately</li> <li>Has broad knowledge and perspective</li> <li>Is future-orientated</li> <li>Can articulately paint credible pictures and visions of possibilities and likelihoods</li> <li>Can create competitive and breakthrough strategies and plans</li> </ul>
<b>Integrity and trust</b>	<ul style="list-style-type: none"> <li>Is widely-trusted</li> <li>Is seen as a direct, truthful individual</li> <li>Can present the unvarnished truth in an appropriate and helpful manner</li> </ul>

Competency	Behaviours
	<ul style="list-style-type: none"> <li>• Keeps confidences and admits mistakes</li> <li>• Doesn't misrepresent her/himself for personal gain</li> </ul>
<b>Problem solving</b>	<ul style="list-style-type: none"> <li>• Uses rigorous logic and methods to solve difficult problems with effective solutions</li> <li>• Probes all fruitful sources for answers</li> <li>• Can see hidden problems</li> <li>• Is excellent at honest analysis</li> <li>• Looks beyond the obvious and doesn't stop at first answers</li> </ul>
<b>Managing vision and purpose</b>	<ul style="list-style-type: none"> <li>• Communicates a compelling and inspired vision or sense of core purpose</li> <li>• Talks beyond today</li> <li>• Talks about possibilities</li> <li>• Is optimistic</li> <li>• Makes the vision sharable by everyone</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Accurately scopes out length and difficulty of tasks and projects</li> <li>• Sets objectives and goals</li> <li>• Breaks down work into the process steps</li> <li>• Develops schedules and task/people assignments</li> <li>• Anticipates and adjusts for problems and roadblocks</li> <li>• Measures performance against goals</li> <li>• Evaluates results</li> </ul>
<b>Dealing with ambiguity</b>	<ul style="list-style-type: none"> <li>• Can effectively cope with change</li> <li>• Can shift gears comfortably</li> <li>• Can decide and act without having the total picture</li> <li>• Isn't upset when things are up in the air</li> <li>• Doesn't have to finish things before moving on</li> <li>• Can comfortably handle risk and uncertainty</li> </ul>
<b>Drive for results</b>	<ul style="list-style-type: none"> <li>• Can be counted on to exceed goals successfully</li> <li>• Is constantly and consistently one of the top performers</li> <li>• Very bottom-line oriented</li> <li>• Steadfastly pushes self and others for results</li> </ul>
<b>Motivating others</b>	<ul style="list-style-type: none"> <li>• Creates a climate in which people want to do their best</li> <li>• Can motivate many kinds of direct reports and team or project members</li> <li>• Pushes tasks and decisions down</li> </ul>
<b>Interpersonal savvy</b>	<ul style="list-style-type: none"> <li>• Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation</li> <li>• Builds appropriate rapport</li> <li>• Builds constructive and effective relationships</li> <li>• Uses diplomacy and tact</li> <li>• Can diffuse even high-tension situations comfortably</li> <li>• Uses supervision in a timely fashion in accordance with Health New Zealand policy</li> </ul>

## Essential Experience and Capability

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### a) Knowledge and Experience

- Significant senior medical leadership experience within the health sector, preferably within mental health and addiction services.
- Extensive knowledge of psychiatric practice, medical workforce leadership and contemporary health service delivery.
- Experience operating successfully within complex organisational and system environments.
- Demonstrated strategic and operational leadership capability, including:
  - Providing organisational vision, direction and clinical leadership
  - Contributing to service planning, transformation and continuous improvement initiatives
  - Building effective partnerships with internal and external stakeholders
  - Supporting innovation and improvement in health service delivery and health outcomes
  - Translating strategic priorities into operational delivery and measurable outcomes
- Proven ability to build and maintain effective relationships with a broad range of stakeholders and to influence and gain commitment across professional and organisational boundaries.
- Demonstrated experience leading teams and supporting staff through organisational change and service development initiatives.
- Strong collaborative leadership skills, including the ability to build consensus, resolve complex issues and support effective multidisciplinary and inter-professional working relationships.
- Demonstrated commitment to Te Tiriti o Waitangi, equity and culturally responsive approaches to leadership and service delivery.
- Understanding of contemporary workforce wellbeing, sustainability and workforce development challenges within mental health and addiction services.
- Sound understanding of the New Zealand public health system, including contemporary mental health and addiction priorities, challenges, national direction and regional system leadership responsibilities.

### b) Essential Professional Qualifications / Registrations

- Vocational registration with the Medical Council of New Zealand in Psychiatry.
- Fellowship of the Royal Australian and New Zealand College of Psychiatrists (FRANZCP), or equivalent recognised specialist qualification.
- Current practising psychiatrist experience within a large and complex health service environment.

### c) Leadership Approach and Personal Attributes

- Values collaboration, partnership and the contribution of others.
- Demonstrates strong stakeholder engagement, relationship management and influencing skills.
- Proactive, adaptable and outcomes-focused approach to leadership and problem solving.
- Commitment to shared leadership, empowerment of others and distributed decision-making.
- Ability to contribute effectively at strategic, operational and system levels.
- Commitment to workforce wellbeing, professional development, teaching, training and clinical research within mental health and addiction services.
- Commitment to equity, culturally responsive practice and improving outcomes for tāngata whaiora and whānau.

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