

## Position Description

<b>Position</b>	<b>Operations Manager, Sub Specialty Medicine</b> (Dermatology, Gastroenterology, Immunology, Medical Day Stay Hutt, Respiratory Medicine and Rheumatology)
<b>Group</b>	<b>Sub-Specialty Medicine</b>
<b>Directorate</b>	<b>Provider Services</b>
<b>District</b>	<b>Te Whatu Ora, Capital, Coast and Hutt Valley</b>
<b>Responsible to</b>	<b>Group Manager, Sub Speciality Medicine</b>
<b>Children's Act 2014</b>	This position is not children's worker, requiring a safety check with Ministry of Justice vetting before commencing
<b>Location</b>	This is a District wide position and is expected to work from Wellington Regional Hospital and Hutt Valley Hospitals.

## Te Whatu Ora

The Health System in New Zealand 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

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, 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

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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.

## The Vision, Mission and Values from our District

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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.
- Mission:** Working together for health and wellbeing.
- 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

### Capital and Coast:

- Vision:** Keeping our community healthy and well
- Mission:** Together, Improve the Health and Independence of the People of the District
- Values:** Manaakitanga – Respect, caring, kindness  
Kotahitanga – Connection, unity, equity  
Rangatiratanga – Autonomy, integrity, excellence

## 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.

## Unit Perspective

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There are six Group Managers (GM) responsible for service leadership of the hospital services and community based services within CCHV district Provider Services. Services are spread across Wellington, Kenepuru, and Hutt hospitals, and in the surrounding communities.

Provider Services deliver hospital and specialist services in the CCHV district and works closely with other districts in the region to ensure national requirements for operational delivery are applied consistently.

## Operational Perspective

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The Sub-Specialty Medicine and Regional Screening Group consists of a range of services across Wellington, Hutt and Kenepuru Hospitals:

- Cardiology, inc Wellington Hospital Ward 6 South and Hutt Hospital CCU
- Clinical Measurements Unit
- Interventional Radiology Unit
- Gastroenterology
- Respiratory Medicine

- Diabetes and Endocrine
- Rheumatology
- Dermatology
- Infectious Diseases & Infection Prevention and Control
- Hutt Medical Day Stay Unit
- Renal
- Immunology
- Breast Screening
- Cervical Screening

The services and specialties are split across 4 Sub-Specialty Operational Manager roles and this post will include:

- Dermatology, Gastroenterology, Immunology, Medical Day Stay Hutt, Respiratory Medicine and Rheumatology.

The role will also have responsibility for a range of projects across the Group.

## Purpose of the role

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The role reports to the Group Manager for Sub-Specialty Medicine and works in partnership with the Group Manager, Operations Managers, Clinical Directors and Clinical Leads to enable the delivery of high quality care to patients.

This is a highly collaborative role that will need to actively build and maintain relationships with the Operations Managers and their teams. This leadership role will work closely with colleagues to develop, lead and support hospital and specialist services in meeting their objectives, and ensuring strategic priorities are well integrated into Provider Services work.

To deliver safe and affordable health outcomes through high level planning and operational management so that services meet their activity targets and are appropriately resourced.

To partner Clinical Leaders and the Directorate of Nursing and Midwifery and Directors of Allied Professions in the delivery of safe, affordable, integrated, high quality health services.

The Operations Manager:

- Influences, builds and refreshes systems, services or interventions that achieve the directorate vision.
- Translates strategy into operational plans that improves Provider Services capability and increase capacity to deliver agreed services.
- Balances meeting day-to-day operational challenges while keeping sight of directorate objectives and implementing system and process changes to provide solutions.
- Works to integrate services and specialties across the new District

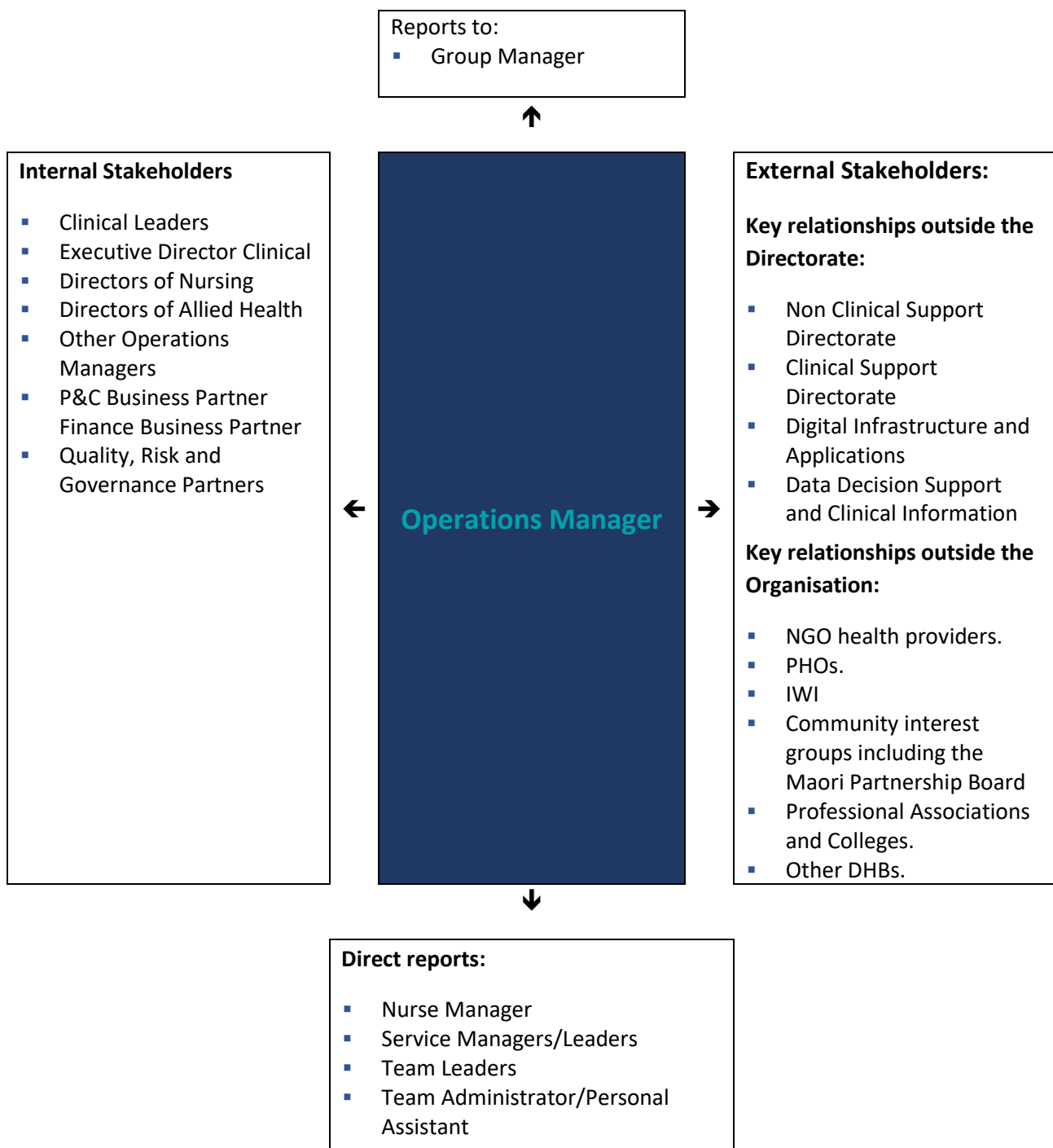
The Operations Manager participates in an afterhours Emergency Management roster. On call periods are for one week commencing 1700hrs Monday pm and concluding the following Monday at 0800hrs. On Call is approximately 1 week in 12.

## 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
1. Leadership & Management Support	<ul style="list-style-type: none"> <li>Competent operations managers are effectively and efficiently delivering health services.</li> </ul>
2. Teamwork	<ul style="list-style-type: none"> <li>Clinical Leaders and professional leaders are consulted with and decisions are made taking account of clinical perspectives.</li> <li>Works with peers to achieve the overall HHS outcomes.</li> </ul>
3. Resource management	<ul style="list-style-type: none"> <li>Services are delivered within budget and establishment.</li> <li>Exception reporting is in place and delivered in a timely manner to Institute Directors.</li> <li>Devolved decision making models are supported within services</li> </ul>
4. Workforce planning	<ul style="list-style-type: none"> <li>Operations Managers participate in the development of the institute workforce plan</li> <li>Plans for service change and the recruitment of suitably qualified / experienced staff</li> </ul>
5. Service Planning	<ul style="list-style-type: none"> <li>Service plans are developed and implemented.</li> <li>Ongoing assessment of clinical performance occurs within units and benchmarking is part of normal practice</li> </ul>
6. Quality and Risk	<ul style="list-style-type: none"> <li>Risk issues (clinical, non-clinical, OH&amp;S) are identified and mitigation strategies are developed.</li> <li>An ongoing quality improvement programme is identified at service level.</li> <li>Continuous improvement in patient flows is occurring.</li> </ul>
7. Occupational Health & Safety	<ul style="list-style-type: none"> <li>Safety Management               <ul style="list-style-type: none"> <li>- proactive Health &amp; Safety systems are in place</li> </ul> </li> <li>Injury Management               <ul style="list-style-type: none"> <li>- reactive safety management systems are in place</li> </ul> </li> </ul>

## 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
<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>Intellectual Horsepower</b>	<ul style="list-style-type: none"> <li>▪ Is bright and intelligent</li> <li>▪ Deals with concepts and complexity comfortably</li> <li>▪ Described as intellectually sharp, capable, and agile</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>Organising</b>	<ul style="list-style-type: none"> <li>▪ Can marshal resources (people, funding, material, support) to get things done</li> <li>▪ Can orchestrate multiple activities at once to accomplish a goal</li> <li>▪ Uses resources effectively and efficiently</li> <li>▪ Arranges information and files in a useful manner</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>▪ Can assess each person's hot button and use it to get the best out of him/her</li> <li>▪ Pushes tasks and decisions down</li> <li>▪ Empowers others</li> <li>▪ Invites input from each person and shares ownership and visibility</li> <li>▪ Makes each individual feel his/her work is important</li> <li>▪ Is someone people like working for</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>▪ Creates mileposts and symbols to rally support behind vision</li> <li>▪ Makes the vision sharable by everyone</li> <li>▪ Can inspire and motivate entire units or organisations</li> </ul>

Competency	Behaviours
<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> <li>▪ Keeps confidences</li> <li>▪ Admits mistakes</li> <li>▪ Doesn't misrepresent her/himself for personal gain</li> </ul>
<b>Partnership with Maori</b>	<ul style="list-style-type: none"> <li>▪ Understands the principles of Te Tiriti o Waitangi and how these apply within the context of health service provision.</li> <li>▪ Applies the notion of partnership and participation with Maori within the workplace and the wider community.</li> <li>▪ Promotes and participates in targeting Maori health initiatives by which Maori health gains can be achieved.</li> <li>▪ Implements strategies that are responsive to the health needs of Maori</li> </ul>

## Experience and Capability to succeed in this role

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Essential qualifications, skills and experience required:

- A commitment to biculturalism
- A commitment to achieving equitable outcomes for Māori
- Education to degree level or equivalent qualification and or experience.
- In-depth knowledge in a number of management disciplines acquired through training and experience to degree level or equivalent
- Up-to-date knowledge of the New Zealand Health System
- Proven track record of successful and sustained management in a large organisation including financial and performance management
- Successful delivery of significant organisational change
- Experience of managing people and teams
- Experience in developing creative solutions to problems
- Project Management experience

### Desired:

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- Postgraduate management qualification
- Evidence of further professional academic or management studies
- MBA
- Project Management qualification
- Involvement in health service development and service delivery in NZ.
- Experience leading capacity planning for a service or group

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**Other:**

- A commitment and understanding of the Treaty of Waitangi (and application to health) and a willingness to work positively in improving health outcomes for Maori.
- Proficiency in using technology within the workplace.
- A high standard of written and spoken English.

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

Te Whatu Ora is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

We are committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.