

# Position Description | Te whakaturanga ō mahi

## Health New Zealand | Te Whatu Ora

*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.*

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| <b>Title</b>                                | District Efficiency Improvement Lead                            |
| <b>Reports to</b>                           | Group Director Operations – Capital, Coast & Hutt Valley (CCHV) |
| <b>Location</b>                             | Wellington Hospital                                             |
| <b>Department</b>                           | Office of the Group Director Operations - CCHV                  |
| <b>Date</b>                                 | 23 September 2026                                               |
| <b>Salary band (indicative)<sup>i</sup></b> | SP 22                                                           |
| <b>Children's Worker role<sup>ii</sup></b>  | No                                                              |

Better Health, Better Care, Every Day.

Health New Zealand | Te Whatu Ora is committed to providing high-quality healthcare for all New Zealanders. We are focused on improving access to care, delivering better health outcomes, achieving national health targets, and ensuring the long-term sustainability of our health system.

We know that great healthcare starts with great people. That's why we are committed to building a high-performing, inclusive workplace where our people are supported to grow, contribute, and make a real difference for patients, whānau, and communities across Aotearoa.

### About the role

The primary purpose of the role is to:

The role of the District Efficiency Improvement Reporting & Development Lead, within the Office of the Group Director Operations, is to:

- Lead the District's Efficiency Improvement Programme (EIP) including providing governance, support and oversight of the programme
- Provide information to the Group Director Operations to support timely decision making, identifying expectations that require action, monitoring and co-ordination across services, divisions and teams

This role may also be delegated to lead on projects and/or initiatives that are priorities of the GDO and follow up to resolve issues as they arise, as delegated by the GDO. This role assists the GDO to manage a wide span of control by supporting information flow to ensure decision making is informed using as wide a scope as possible and coordinating leadership action where multiple Directors/Chiefs or service leaders are involved.

The role will work closely with the other District Efficiency Improvement Leads and Regional stakeholders to develop a regional community of practice and knowledge sharing as well as ensure consistency of approach.

| <b>Key Result Area</b>                             | <b>Expected Outcomes / Performance Indicators</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <b>Manage the Efficiency Improvement Programme</b> | <ul style="list-style-type: none"> <li>Establishes the structure and working cadence of the Efficiency Improvement Programme</li> <li>Establishes a culture of continuous improvement by working proactively with all General Managers, Clinical Leaders and Operations Managers to identify opportunities for improvement, either operationally or financially</li> <li>Ensures a consistent repeatable process for project delivery</li> <li>Provides assurance over project delivery for all EIP programmes and projects impacting Hospital and Specialist Services, providing a single source of truth.</li> </ul>                                                                                                                                                                                                                                                                                                                   |
| <b>Performance Measurement</b>                     | <ul style="list-style-type: none"> <li>The development and implementation of a performance and accountability framework including the definition of key metrics, data definition, source and frequency</li> <li>Monitors and measures key performance indicators across the programme to improve outcomes</li> <li>Works in partnership to develop key dashboards and monitoring tools to enable a proactive response to productivity across the district</li> <li>Provides a monitoring and oversight function of EIP performance reporting</li> <li>Ensures ad hoc reports and analysis is provided to inform decision making</li> <li>Ensures achievement of objectives by regularly monitoring progress and taking corrective action when necessary</li> <li>Provides assurance over EIP performance reporting and data governance, ensuring a single source of truth for measuring performance against planned outcomes.</li> </ul> |
| <b>Programme and Project Reporting</b>             | <ul style="list-style-type: none"> <li>Ensures the provision of a transparent overarching roadmap across Hospital and Specialist Services including all Efficiency Improvement programmes and projects, highlighting interdependencies, major risks and progress against key deliverables</li> <li>Oversees the collation of sub-portfolio, programme and project level reporting for governance groups</li> <li>Ensures accurate reporting to the Group Director Operations, District Leadership Team and Regional meetings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Financial Sustainability</b>                    | <ul style="list-style-type: none"> <li>Ensures annual sustainability targets are met, and reporting of savings is auditable.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Relationship Management</b>                     | <ul style="list-style-type: none"> <li>Builds and develops positive relationships with key stakeholders, peers and fellow members of the District Leadership Team</li> <li>Contributes to the effectiveness of the District</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|                                            | <p>Leadership team by providing relevant, timely management information, actively contributes to management meetings in a constructive</p> <ul style="list-style-type: none"> <li>• manner and fosters cooperation across the organisation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Quality</b>                             | <ul style="list-style-type: none"> <li>• Champions quality, promotes its use, secures the resources and development to deliver the</li> <li>• performance as well as negotiate with the line organisation for the support needed to succeed.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Utilise information Technology</b>      | <ul style="list-style-type: none"> <li>• Demonstrate ability to access and use available information systems</li> <li>• Is conversant with applications required for specific discipline/role. For example, Outlook, Objective etc.</li> <li>• Maintains own professional development by attending relevant IT educational programmes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Relationship/Stakeholder Management</b> | <ul style="list-style-type: none"> <li>• Create and sustain productive relationships with Divisional General Managers and Clinical Directors within the Leadership Team and other leadership roles that support the General Managers and Clinical Directors</li> <li>• Build and maintain good relationships and strategic alliances with other business units within Te Whatu Ora and other relevant public and private agencies.</li> <li>• Manage stakeholders, considering their levels of influence and particular interests</li> <li>• Be responsible for identifying, addressing, and resolving differences between individuals and/or stakeholder groups.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Organisational Management</b>           | <ul style="list-style-type: none"> <li>• Demonstrates an understanding of Pae Ora (Healthy Futures) Act 2022, the significance and obligations of Te Tiriti o Waitangi, including how to give effect to these expectations in a meaningful way, and the commitments to equity and priorities of Wai2575. Have an appreciation of cross-cultural matters, including knowledge of tikanga Māori (or a willingness to learn).</li> <li>• Ability to think, plan and act strategically and to connect with and inspire people to build a highly motivated and engaged workforce.</li> <li>• Demonstrates inclusive leadership and management skills able to maximise the quality and contributions of individuals and teams to drive performance.</li> <li>• Can demonstrate mature communication and interpersonal skills, including the ability to write and present in a clear, persuasive, and impactful way, to influence others to embrace change, and to develop, unify and maintain strong internal and external relationships essential for achieving sustainable outcomes.</li> <li>• Demonstrated ability to maintain oversight of</li> </ul> |

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|                                                | <p>work responsibilities, to identify business / project requirements, to develop / contribute to strategies, to plan, prioritise, delegate and organise work to deliver on short and long-term objectives across the breadth of the role.</p> <ul style="list-style-type: none"> <li>• Demonstrates the ability to monitor and analyse performance to ensure the quality of work, identify areas of improvement, problem solve, and make sound decisions to achieve goals.</li> <li>• Demonstrates inclusive leadership and management skills able to maximise the quality and contributions of individuals and teams to drive outcomes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Workload Management and Prioritisation</b>  | <ul style="list-style-type: none"> <li>• Be responsible for managing own workload. Prioritise tasks efficiently. Communicate early when tasks need to be deferred.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Communication and interpersonal skills</b>  | <ul style="list-style-type: none"> <li>• This role must conduct and foster relationships with senior stakeholders and officials (including chief executives, chairs and politicians) across a wide range of organisations, both within the Central Region and more broadly across the health and social sector</li> <li>• Interacts with managers at all levels throughout Hospital and Specialist Services and maintains a network of external contacts. Will be required to interact on a regular basis with a range of Te Whatu Ora staff members including: <ul style="list-style-type: none"> <li>○ Executive Assistant to the GDO</li> <li>○ Group Leadership Team and EA/Admin support</li> <li>○ General Managers, Clinical Directors and Divisional Teams</li> <li>○ Operations Managers and Business Partners</li> <li>○ Clinical Leads</li> </ul> </li> <li>• Externally there will be contact with: Te Whatu Ora regional and national staff and other service providers</li> <li>• Situations may often call for tact, diplomacy and will require information to be handled in a discreet and sensitive manner, in conflict situations, will be required to exercise sound judgement, negotiation and persuasiveness skills, toward facilitating a workable outcome.</li> </ul> |
| <b>Problem Complexity and Scope for Action</b> | <ul style="list-style-type: none"> <li>• This role will be required to manage a range of complex tasks and relationships, and in doing so will be required to develop and build effective relationships with a diverse group of senior stakeholders. There will be a requirement to be able to prioritise issues and negotiate timeframes, while still providing a quality service. There will be demands to meet deadlines, maintain accuracy and quality of information</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|  | <ul style="list-style-type: none"> <li>• The District Efficiency Improvement Reporting &amp; Development Lead will need to balance representation of the GDO expectations while not 'stepping over' the accountability of executive and clinical leaders. The District Efficiency Improvement Reporting &amp; Development Lead will refer to the GDO and members of GLT for advice or second opinion.</li> <li>• The District Efficiency Improvement Reporting &amp; Development Lead is empowered to make decisions or recommendations relating to the delegated and/or allocated responsibilities from the business plan and the organisations Delegated Authorities as set by the GDO. The expectation is for the employee to lead and manage in both a strategic and operational manner</li> <li>• The District Efficiency Improvement Reporting &amp; Development Lead is encouraged to use initiative and problem-solving skills to develop innovative approaches to issues. Discretion is required to be exercised in releasing confidential information to the appropriate parties.</li> </ul> |
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| <b>Key Result Area</b>      | <b>Expected Outcomes / Performance Indicators</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <b>Access and Outcomes</b>  | <ul style="list-style-type: none"> <li>• Supports efforts to improve access to services and achieve better outcomes for the communities we serve.</li> <li>• Uses evidence and insights to identify barriers and opportunities for improvement.</li> <li>• Contributes to inclusive, responsive, and effective service delivery.</li> </ul>                                                                                                                                                                                                                                                                     |
| <b>Te Tiriti o Waitangi</b> | <ul style="list-style-type: none"> <li>• Demonstrates a commitment to understanding and applying Te Tiriti o Waitangi in a practical and appropriate way.</li> <li>• Supports initiatives that improve outcomes for Māori and strengthen relationships with Māori partners and stakeholders.</li> <li>• Contributes to an inclusive workplace that values diversity and supports the attraction, development and retention of Māori employees.</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> </ul>                                                                                                                                                                                                                                                                                                                |

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|  | <ul style="list-style-type: none"> <li>Understands, and operates within, the financial &amp; operational delegations of their role, ensuring peers and team members are also similarly aware.</li> </ul> |
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### Matters which must be referred to your manager

- Employees are expected to escalate matters early to ensure patient safety, service, continuity and compliance with organisational and legislative requirements.

### Relationships

| External                                                              | Internal                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Other government agencies as appropriate<br>Hospital Support Agencies | District Leadership Team<br>District Hospital and Specialist Services Team<br>Hospital Ops Managers and Clinical Leads<br>District, Regional and National Finance and Costing Teams<br>Regional Leadership Team, DCFO, Director of Performance and Improvement Other<br>Efficiency Improvement Leads across the Region<br>Enabling teams e.g.,<br>PSC/HTM, Digital Services,<br>Health Analytics Other Te<br>What Te Whatu Ora District staff<br>Regional National teams |

### About you – to succeed in this role

#### You will have

#### Essential:

- Tertiary or professional qualification
- Professional project management qualification (PMI, Prince2, Agile)
- [An in-depth knowledge of programme management methodologies and concepts

#### You will be able to

#### Essential:

- Deliver results through effective planning, sound judgement, and personal accountability.
- Build trusted relationships and works collaboratively to achieve shared goals.
- Communicate clearly and adapts their approach to different audiences and situations.
- Demonstrate curiosity, adaptability, and a commitment to continuous improvement.
- Maintain high standards of professionalism, integrity, and ethical behaviour.
- Contribute to a positive, inclusive, and safe working environment.

- Take responsibility for their own development and supports the development of others where appropriate.
- Extensive experience of managing programmes in complex service industries
- Extensive programme and data governance experience
- Extensive experience with the provision of assurance over programme delivery and performance reporting
- Extensive experience with the delivery and management of improvement programmes
- Detailed knowledge of the key strategic challenges facing the public health sector in the delivery of equitable health outcomes in the NZ Health and Disability Sector.
- Minimum of 3 years' management experience is at a senior level in a health organisation, with responsibility for project delivery, financial management and budgeting and staff management.
- Highly developed analytical/ conceptual thinking, which can be applied to providing information and advice to senior executives to inform strategic decision making in a health organisation.
- Excellent Communication Skills
- Ability to prepare clear and concise in-depth critical analyses, briefing and recommendations which the GDO, and Executives can use to drive effective business decisions.
- Demonstrates a flexible verbal and written communication style which is adaptable for all levels of internal and external stakeholders.
- Able to facilitate diverse groups, resolve conflict; and maintain credibility while dealing with complex matters for both internal and external stakeholders.
- Understanding of the Te Tiriti o Waitangi, and the impact of inequality on the health of our population, and an understanding of the mechanisms required to mitigate this impact.
- Expert in use of Microsoft Office Suite
- Understanding of the hospital system and flows (acute and planned care).

**Desired:**

- Critical thinking brain
- Strong systems thinker
- Proven ability to prioritise, manage many complex activities and achieve goals within agreed timeframes
- Strong influencing and persuasion skills, which engender motivation in others
- Highly developed relationship building skills to enable effective partnerships with senior managers, colleagues and key stakeholders
- Diplomatic, adaptable, realistic and encouraging of others

- Innovation and flexible approach to problems
- Highly motivated, well organised with strong results and quality orientation
- Commitment to achieving equity and always behaving in ways to prioritise this
- Uses Team work and interdisciplinary focus
- Is comfortable with ambiguity
- Trustworthy, reliable, professional and discreet
- Is committed to and actively works to continuously develop own skills
- Is a role model for organisational values and leadership behaviours
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<sup>i</sup> Salary band reference is for internal benchmarking and role sizing purposes only. The salary band designation is not a term or condition of employment and may be changed by the HNZ. Changes to the salary band will not affect an employee's current salary or remuneration.

<sup>ii</sup> The Children's Act 2014 makes provisions for the protection of children and helping them thrive, achieve and belong. At Health New Zealand, we safety check every children's worker. The purpose of this safety check is to reduce the risk of harm to young people and is a legal requirement for those employed in work that involves contact with children and young people including face-to-face, over the phone, or email contact. It is part of our commitment to ensuring the wellbeing and safety of children and young people. Your continued employment with Health NZ is conditional on a satisfactory safety check.