

Te Whatu Ora Health New Zealand Te Matau a Māui Hawke's Bay	POSITION TITLE	OPERATIONAL MANAGER – ED, ICS & Transport		
	PROVIDER	Health Services	GROUP	Hospital
	REPORTING TO (operationally)	General Manager	REPORTING TO (professionally)	General Manager
GROUP FUNCTIONAL RESPONSIBILITIES & DIRECT REPORTS	<p>This role is the managerial role responsible for the effective operation of a cluster of clinical services within the Emergency Department (ED, Intensive Care Services (ICS) and Transport service lines, enabling the delivery of high-quality healthcare – care that is safe, equitable, timely, person and whānau centred, clinically effective and efficient.</p> <p>The role will work closely with clinical partners, other managers and the Group Leadership Team (GLT) to design approaches within agreed quality performance objectives and budget. It will provide core operational management support that includes (but is not limited to) operational planning and performance management, people management, financial management, risk management and contingency planning.</p> <p>This role is expected to strengthen the priority of ensuring that Te Tiriti o Waitangi, and other aspirations of Ngāti Kahungunu iwi and Māori living in Hawke's Bay, are at the forefront of all decision-making. A key goal of the role is to prioritise achievement of health equity by improving access to care, ensuring that service delivery is culturally safe, and transforming models of care in alignment with national, regional and local priorities.</p> <p>The postholder is expected to be a champion of the Health System Values – He Kauuananu (respect); Ākina (improvement); Raranga te Tira (partnership); Tauwhiro (care).</p> <p>Our leadership model relies on leaders at all levels working together in an open, respectful, reflexive and interdependent manner, to discharge their own individual and collective accountabilities. The Operational Manager has a duty to consult their professional clinical leaders in respect of operational issues, and to explicitly take clinical advice into account in the making of decisions that fall within their delegation.</p> <p><u>Operational direct reports:</u> 3 – 8 FTE, plus 2 SMO Heads of Department and 18 - 25 FTE SMOs (indicative and subject to change).</p> <p><u>Operational indirect reports:</u> A range of 100-250 FTE (indicative and subject to change).</p>			
PURPOSE OF THE POSITION	<ul style="list-style-type: none"> ▪ In partnership with the GLT and clinical partners, lead and operationally manage the cluster of clinical services assigned to the service lines. ▪ Lead the operational and tactical planning processes for these services. ▪ Design approaches to deliver within agreed quality performance objectives and budget, identifying and taking corrective actions as necessary. ▪ Support the development and reinforcement of a quality-focused culture, grounded in robust planning, performance management and governance, that is both progressive and inclusive ▪ Support the achievement of health equity by improving access to care, ensuring that service delivery is culturally safe, and transforming models of care in alignment with national, regional and local priorities ▪ Act, occasionally independently of more senior support, to make (or enable the making of) safe, timely and occasionally significant decisions that ensure delivery against organisational objectives ▪ Lead service and operational change within the service lines. ▪ Construct and maintain value-adding partnerships for services within the service line, working with the GLT as necessary to achieve this. 			

KEY DELIVERABLES

Leadership & Strategy (Mission and culture)

- Ensure that delivery of equitable health outcomes for the population of Hawke's Bay, achieved with Te Tiriti o Waitangi as the foundation of the approach, is integral to the service lines' planning and delivery
- Support the fostering of a quality-focused culture – founded on responsiveness to patients and whaiora, and grounded in the six domains of quality
- Support the fostering of an interdependent, team working culture – based on openness and candour – that fully aligns with the values and behaviours of the DHB
- Serve as an ambassador for the DHB – assisting the GLT in enhancing the DHB's reputation, both locally and nationally.

Operational Management

- Ensure clinical and administrative managers and leads within the services have clearly-defined objectives that are consistent with the quality performance requirements of the group
- Provide professional operational management support to Heads of Department and Clinical Managers at specialty level to support service performance.
- Work closely with these clinical partners in the service lines to provide visible, coherent, quality-oriented leadership to staff.
- Implement and maintain effective reporting arrangements to accurately record and monitor performance against agreed targets and national standards.
- Maintain appropriate and current assessments of risk, and relative risk, across services.
- Provide regular, risk-based assurance to the GLT, including detailed information on mitigating actions and timelines for completion.
- Identify the need to produce business cases, liaising with relevant stakeholders to ensure integrated thinking, clear identification of value, and productive use of limited clinical leadership time.
- Maintain service level agreements, corresponding to Price Volume Schedule activity commitments, for every service. Work proactively with Planning, Funding & Performance portfolio managers to ensure these are reviewed and maintained.
- Regularly review assigned specialty workforce in partnership with clinical leadership to ensure services have the correct staffing numbers and mix to deliver the agreed activity levels.
- Ensure strong operational processes are in place to support safety and wellbeing at a service level, including up-to-date health and safety risk registers and mitigation plans and compliance with these processes.
- Generate and maintain detailed business continuity plans for services within the service line.

Service Planning, Modernisation & Development

- Create and maintain 3-year operational plans for each service within the service line that align to relevant strategic priorities and support maintaining long-term performance across the six domains of quality.
- Ensure specialties have integrated (interprofessional), multi-year workforce plans – mirroring the clinical approach to high-quality care delivery, and the financial planning parameters for the group.
- Work with clinical partners to regularly review the effectiveness of clinical pathways, identifying and taking steps to improve quality in areas such as:
 - Standardisation
 - Multi-site delivery strategies
 - Closer to home
 - Digitally-enabled
 - Benchmarking and best practice
- In conjunction with the GLT, lead new policy implementation and change projects within the service line.

Stakeholder Engagement

- Act as a champion of the Health System Values – He Kauuananu (respect); Ākina (improvement); Raranga te Tira (partnership); Tauwhiro (care) - working with fellow leaders to ensure that these are reinforced at every level.

- In partnership with the DHB's cultural leadership and other Māori stakeholders, ensure that the principles of Te Tiriti o Waitangi underpin the approach to engagement and inclusion at all levels of planning and decision-making.
- Develop and maintain constructive staff engagement and communication, using multiple channels including regular face-to-face engagement.
- Support the GLT to develop and maintain a current and comprehensive stakeholder map, and that opportunities are planned to appropriately engage stakeholders – including internal business partners, local health system partners, trades unions, and national / regulatory bodies.
- Support services to develop a detailed understanding and plan to address the impact services have on stakeholders in rural communities of Hawke's Bay.

Financial Resources

- Manage delivery of operational objectives within approved service line budgets and delegated financial responsibilities, working closely with teams and services where this poses a substantial risk.
- Maintain multi-year financial management plans, aligned to operational plans.
- Working with other managers and business partners, introduce new and innovative approaches to optimise and continuously improve the organisational efficiency of services. Forward plan and execute delivery of an agreed level of year-on-year efficiency savings within the service lines.
- Maintain a strong understanding and narrative of variations to financial plan and, in so doing, deliver the operational capacity and intelligence needed to support clean and transparent annual budgeting and long-range financial planning.
- Develop comprehensive and high-quality business cases (in accordance with the professional lead of the Head of Performance & Business Development) for identified and agreed priority areas. Ensure all such cases have clearly articulated value and benefits realisation approaches.
- Undertake detailed operational management in respect of any agreements or contracts for externally-provided services for which the service line is responsible, enabling clear assessments of value for money.

Clinical Governance and Professional Standards

- In alignment to the approach defined by GLT and the DHB Clinical Governance Framework, implement robust clinical governance frameworks and processes within the service lines that interface effectively with the governance of all six domains of quality.
- Act as senior point within the service lines for escalation and quality assurance around customer feedback, working with clinical leaders to ensure learning and continuous improvement.
- Advise GLT on legal, regulatory and accreditation impacts of service provision, proactively managing any associated risks.

Education / Training & People Development

- Support the GLT in establishing approaches to increase Māori (and other under-represented populations') representation at all levels of the DHB workforce
- Support the process of succession planning within services, supported by high compliance with annual appraisal and strengths-based development discussions.
- In partnership with interprofessional clinical leadership, assess the appropriate level of skills, knowledge and experience to deliver services in the most efficient and effective way.
- Maintain a current view of your own strengths and development needs, driven by reflective practice. Ensure these form the basis of your annual appraisal and personal development planning, and that you have the necessary support in place to do your job.

HEALTH & SAFETY RESPONSIBILITIES	<ul style="list-style-type: none"> ▪ Manage health and safety programme responsibilities assigned by the General Manager ▪ Provide direction to managers/teams to incorporate health and safety legislation into group ▪ Promote health and safety and ensure that it becomes a part of everyday business ▪ Drive change management processes to improve health and safety in group ▪ Ensure managers/teams are complying with policy/procedures ▪ Ensure all incidents are reported, investigated and any corrective actions are completed and closed off ▪ Ensure all hazards/risks/incidents are identified, risk rated and controls implemented ▪ Ensure workers participate in health and safety training e.g. Ko Awatea. 	
WORKING RELATIONSHIPS	<p>INTERNAL</p> <ul style="list-style-type: none"> ▪ Group Leadership Team (GLTs) ▪ Head of Cultural Safety ▪ Head of Performance & Business Development ▪ Safety and Wellbeing Manager ▪ Quality & Patient Safety Manager ▪ Portfolio Managers - Planning, Funding & Performance ▪ Management Accountant ▪ Other managers within the DHB 	<p>EXTERNAL TBC</p>
EXPENDITURE & BUDGET ACCOUNTABILITY	<p>To be determined</p>	
SCOPE & COMPLEXITY	<p>Role will work within group providing leadership and decision making across the area relating to the particular services.</p> <p>The scope for each of the three clinical service areas that make up the cluster are as follows. This is indicative and subject to change.</p> <p><u>Emergency Department</u></p> <ul style="list-style-type: none"> ▪ Emergency Department (Hastings) ▪ City Medical Nursing <p><u>Intensive Care Services</u></p> <ul style="list-style-type: none"> ▪ Intensive Care services ▪ High Dependency services ▪ Patient at Risk service <p><u>Transport</u></p> <ul style="list-style-type: none"> ▪ Patient transport services <ul style="list-style-type: none"> ○ Inter-hospital transports (road and air) ○ Transit Nurses ▪ National Travel Assistance 	
DELEGATION AND DECISION	<ul style="list-style-type: none"> ▪ Management position with aligned delegated authority and accountability ▪ Takes direction from General Manager on all aspects of the area 	
HOURS OF WORK	<p>80 hours per fortnight (1.0 FTE)</p>	
EMPLOYMENT AGREEMENT & SALARY	<p>In accordance with the Individual Employment Agreement (IEA) negotiated with the appointee.</p>	
DATE	<p>October 2024</p>	

ESSENTIAL CRITERIA

Qualifications

- Qualification in Health and Management (Or equivalent skills and knowledge acquired through health sector experience)

Experience

- An understanding and respect of kaupapa Māori and relationships within te ao Māori
- Management experience (5 years +) in large and complex organisation/s
- Proven track record of management and delivery, working in partnership to deliver outcomes
- Knowledge and understanding of the NZ health and disability system, legislation and Government imperatives that govern health and disability care delivery
- Demonstrated ability to analyse and take responsibility for operational decisions without having to refer to others
- Ability to manage multiple tasks and demands in a timely manner, can manage and direct resources (people, funding, material, support) to get the work done

Business / Technical Skills

- Able to prioritise conflicting demands and optimise efficiency
- Experience with budgetary accountability
- Excellent communication skills, written and oral, with a proven ability to build effective and positive relationships
- Proven track record of working at a management level, leading complex operational units in a large organisation
- Experience in planning, directing and managing all activities in an operational area

Leadership Competencies

- Demonstrates the ability to drive self and others to deliver results
- Collaborative, self-confident and not afraid to challenge the status quo
- Manages the balance between meeting both operational targets and budget requirements
- Creates strong morale and spirit in the team to foster a feeling of belonging
- Acts transparently and with integrity

Effectively Engaging with Māori

- Demonstrates the ability to engage effectively with Māori.
- Demonstrates ability to apply Te Tiriti with practice, investment and decision making
- Shows commitment to and demonstrates the shared values and behaviours of HBDHB

Physical Requirements

- Ability to move about and undertake necessary duties
- A high degree of mental concentration is required.
- Must be able to function under rapidly changing and demanding conditions.
- Visual ability sufficient to read, write/record and enable accurate performance of duties.
- Hearing and speech sufficient to communicate with other people effectively both individually and by telephone (including cellphone) and in group meetings.
- Manual dexterity sufficient to drive and operate computer and other tools necessary to undertake essential job duties

Vaccination Requirements

Annual influenza vaccine
Covid vaccination

Our shared values and behaviours



1 HE KAUANUANU RESPECT *Showing respect for each other, our staff, patients and consumers*

Welcoming	<ul style="list-style-type: none"> ✓ Is polite, welcoming, friendly, smiles, introduce self ✓ Acknowledges people, makes eye contact, smiles 	<ul style="list-style-type: none"> ✗ Is closed, cold, makes people feel a nuisance ✗ Ignore people, doesn't look up, rolls their eyes
Respectful	<ul style="list-style-type: none"> ✓ Values people as individuals; is culturally aware / safe ✓ Respects and protects privacy and dignity 	<ul style="list-style-type: none"> ✗ Lacks respect or discriminates against people ✗ Lacks privacy, gossips, talks behind other people's backs
Kind	<ul style="list-style-type: none"> ✓ Shows kindness, empathy and compassion for others ✓ Enhances peoples mana 	<ul style="list-style-type: none"> ✗ Is rude, aggressive, shouts, snaps, intimidates, bullies ✗ Is abrupt, belittling, or creates stress and anxiety
Helpful	<ul style="list-style-type: none"> ✓ Attentive to people's needs, will go the extra mile ✓ Reliable, keeps their promises, advocates for others 	<ul style="list-style-type: none"> ✗ Unhelpful, begrudging, lazy, 'not my job' attitude ✗ Doesn't keep promises, unresponsive

1 ĀKINA IMPROVEMENT *Continuous improvement in everything we do*

Positive	<ul style="list-style-type: none"> ✓ Has a positive attitude, optimistic, happy ✓ Encourages and enables others; looks for solutions 	<ul style="list-style-type: none"> ✗ Grumpy, moaning, moody, has a negative attitude ✗ Complains but doesn't act to change things
Learning	<ul style="list-style-type: none"> ✓ Always learning and developing themselves or others ✓ Seeks out training and development; 'growth mindset' 	<ul style="list-style-type: none"> ✗ Not interested in learning or development; apathy ✗ 'Fixed mindset, 'that's just how I am', OK with just OK
Innovating	<ul style="list-style-type: none"> ✓ Always looking for better ways to do things ✓ Is curious and courageous, embracing change 	<ul style="list-style-type: none"> ✗ Resistant to change, new ideas; 'we've always done it this way'; looks for reasons why things can't be done
Appreciative	<ul style="list-style-type: none"> ✓ Shares and celebrates success and achievements ✓ Says 'thank you', recognises people's contributions 	<ul style="list-style-type: none"> ✗ Nit picks, criticises, undermines or passes blame ✗ Makes people feel undervalued or inadequate

1 RARANGA TE TIRA PARTNERSHIP *Working together in partnership across the community*

Listens	<ul style="list-style-type: none"> ✓ Listens to people, hears and values their views ✓ Takes time to answer questions and to clarify 	<ul style="list-style-type: none"> ✗ 'Tells', dictates to others and dismisses their views ✗ Judgmental, assumes, ignores people's views
Communicates	<ul style="list-style-type: none"> ✓ Explains clearly in ways people can understand ✓ Shares information, is open, honest and transparent 	<ul style="list-style-type: none"> ✗ Uses language / jargon people don't understand ✗ Leaves people in the dark
Involves	<ul style="list-style-type: none"> ✓ Involves colleagues, partners, patients and whanau ✓ Trusts people; helps people play an active part 	<ul style="list-style-type: none"> ✗ Excludes people, withholds info, micromanages ✗ Makes people feel excluded or isolated
Connects	<ul style="list-style-type: none"> ✓ Pro-actively joins up services, teams, communities ✓ Builds understanding and teamwork 	<ul style="list-style-type: none"> ✗ Promotes or maintains silo-working ✗ 'Us and them' attitude, shows favouritism

1 TAUWHIRO CARE *Delivering high quality care to patients and consumers*

Professional	<ul style="list-style-type: none"> ✓ Calm, patient, reassuring, makes people feel safe ✓ Has high standards, takes responsibility, is accountable 	<ul style="list-style-type: none"> ✗ Rushes, 'too busy', looks / sounds unprofessional ✗ Unrealistic expectations, takes on too much
Safe	<ul style="list-style-type: none"> ✓ Consistently follows agreed safe practice ✓ Knows the safest care is supporting people to stay well 	<ul style="list-style-type: none"> ✗ Inconsistent practice, slow to follow latest evidence ✗ Not thinking about health of our whole community
Efficient	<ul style="list-style-type: none"> ✓ Makes best use of resources and time ✓ Respects the value of other people's time, prompt 	<ul style="list-style-type: none"> ✗ Not interested in effective user of resources ✗ Keeps people waiting unnecessarily, often late
Speaks up	<ul style="list-style-type: none"> ✓ Seeks out, welcomes and give feedback to others ✓ Speaks up whenever they have a concern 	<ul style="list-style-type: none"> ✗ Rejects feedback from others, give a 'telling off' ✗ 'Walks past' safety concerns or poor behaviour

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