

Te Whatu Ora Health New Zealand Te Matau a Māui Hawke's Bay	POSITION TITLE	INTERGRATED CARE TEAM (ICT) WOMEN & CHILDREN OPERATIONAL MANAGER		
	DIRECTORATE	Whānau and Communities Group	DEPARTMENT	Women & Children
	REPORTING TO (operationally)	General Manager, Whānau and Communities	REPORTING TO (professionally)	Professional lead
DIRECTORATE RESPONSIBILITIES & DIRECT REPORTS	<p>This role covers the area of Te Matau a Māui (Hawke's Bay), it is accountable for services within this ICT, to effectively lead and provide management support to approximately</p> <p>ICT Women and Children Staff (approximates only)</p> <p>Direct reports: 31 people</p> <p>Indirect reports: 245.6 FTE</p>			
PURPOSE OF THE POSITION	<ul style="list-style-type: none"> ▪ Work in partnership with the GLT and clinical partners to; <ul style="list-style-type: none"> • Fulfill Whanau and Communities vision to provide ICTs that will support whānau to be well at home in their communities • Lead and operationally manage the cluster of clinical services assigned to the ICT. ▪ 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 ICT. ▪ Construct and maintain value-adding partnerships for services within the service line, working with the GLT as necessary to achieve this. 			
	<p>Leadership & Strategy (Mission and culture)</p> <ul style="list-style-type: none"> ▪ 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 line's planning and delivery ▪ Enable service delivery to meet the needs of our community and in line with Te Pae Tata ▪ Champion the ICT Driving Principles <ul style="list-style-type: none"> • An organising principle for care delivery that aims to improve patient care and experience through improved coordination; • Improving connections between health services and better for whānau; • Co-ordinated care that provides our whānau a smooth and continuous transition between ICTs and other services. ▪ 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 candor – that fully aligns with the values and behaviours of Te Whatu Ora ▪ Serve as an ambassador for Te Whatu Ora, enhancing Te Whatu Ora reputation, both locally and nationally. <p>Operational Management</p> <ul style="list-style-type: none"> ▪ Ensure clinical and administrative managers and leads within the service 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 line 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 contracts and Price Volume Schedule activity commitments, for every service. Work proactively with Commissioning 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 ICT.

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 ICT.

Stakeholder Engagement

- Act as a champion of the Health System Values – He Kauanuanu (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 cultural leadership of Te Whatu Ora and other Maori 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 appropriate 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.
- 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 ICT is responsible, enabling clear assessments of value for money.

Clinical Governance and Professional Standards

- In alignment to the approach defined by GLT and the Te Whatu Ora Clinical Governance Framework, implement robust clinical governance frameworks and processes within the service line that interface effectively with the governance of all six domains of quality.
- Act as senior point within the service line 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

	<p>populations') representation at all levels of the Te Whatu Ora workforce</p> <ul style="list-style-type: none"> ▪ Encourage support of cadet programmes to generate future 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	<p>Te Whatu Ora, Te Matau a Māui Hawke's Bay, is committed to maintaining and promoting the health and safety of all its staff, contractors, volunteers and patients. In this role, your duties are:</p> <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. 	
KEY WORKING RELATIONSHIPS	<p>INTERNAL</p> <ul style="list-style-type: none"> ▪ Group Leadership Team (GLTs) ▪ Heads of Departments ▪ Managers ▪ Team leaders ▪ Senior medical staff ▪ Resident medical officers ▪ Health Services Executive Group ▪ H&SS Managers and Enabling functions or teams ▪ Hospital Group ▪ Mental Health & Addictions Group ▪ Operational Support Group ▪ National Public Health Service ▪ Commissioning 	<p>EXTERNAL</p> <ul style="list-style-type: none"> ▪ Te Aka Whai Ora ▪ Iwi ▪ Whaikaha ▪ Primary and NGO sector ▪ Private Sector Companies ▪ Other Government Agencies ▪ Relevant regional forums ▪ Ministry of Health ▪ Health Quality Safety Commission
DELEGATION AND DECISION	<ul style="list-style-type: none"> ▪ Management position and delegated authority and accountability are aligned to the financial delegation policy ▪ Takes direction from General Manager on all aspects of the area 	
HOURS OF WORK	80 hours per fortnight (1.0 FTE), Monday to Friday	
EMPLOYMENT AGREEMENT & SALARY	As per the Individual Employment Agreement (IEA) negotiated with the appointee, IEA Grade 22	
DATE	August, 2023	
EXPENDITURE & BUDGET ACCOUNTABILITY	<p>Budget estimate only</p> <p>ICT Women and Children - \$34 mil</p>	
SCOPE & COMPLEXITY	<p>Role will work within group providing leadership and decision making across the ICT they are responsible</p> <p>Manages both nurses, allied health professional and administrators</p> <ul style="list-style-type: none"> • Work in partnership with Professional Leads and GLT members to provide the appropriate support to Managers / Direct Reports and Heads of Departments. • Effectively managing time and prioritising workload to ensure work is completed within the agreed time. 	

ESSENTIAL CRITERIA

Qualifications

- Qualification in Health and/or 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
- 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 Te Whatu Ora, Te Matau a Māui Hawke's Bay

Physical Requirements

- Ability to move about and undertake necessary duties
- A high degree of mental concentration
- 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

Vaccinations as per the current employee immunisation policy including annual influenza vaccinations

DESIRABLE CRITERIA

Experience

- Clinical qualification
- Leadership learning
- Knowledge of the political, legislative or other external influences affecting the health sector

Business / Technical Skills

- Understanding of organisational dynamics and able to work effectively in a complex multi-professional workplace.
- Advanced IT skills



Our Vision and Values

Te hauora o te Matau-ā-Māui: Healthy Hawke's Bay

Excellent health services working in partnership to improve the health and wellbeing of our people and to reduce health inequities within our community.



HE KAUANUANU RESPECT

Showing **respect** for each other, our staff, patients and consumers. This means I actively seek to understand what matters to you.

ĀKINA IMPROVEMENT

Continuous **improvement** in everything we do. This means that I actively seek to improve my service.

RARANGA TE TIRA PARTNERSHIP

Working together in **partnership** across the community. This means I will work with you and your whānau on what matters to you.

TAUWHIRO CARE

Delivering high quality **care** to patients and consumers. This means I show empathy and treat you with care, compassion and dignity.