

## Position Description | Te whakaturanga o mahi Group Manager, Acute Demand & System Pressures | Te Whatu Ora

<b>Title</b>	Group Manager, Acute Demand & System Pressures		
<b>Reports to</b>	Director, System Delivery		
<b>Location</b>	Flexible. Can be based anywhere in Aotearoa with a commitment to travel as required.		
<b>Department</b>	System Delivery, Hospital & Specialist Services		
<b>Direct Reports</b>	Approx. 17	<b>Total FTE</b>	14.8 FTE
<b>Budget Size</b>	<b>Opex</b>	<b>Capex</b>	
<b>Delegated Authority</b>	<b>HR</b>	<b>Finance</b>	
<b>Date</b>	April 2023		
<b>Job band (indicative)</b>	HR – Level 4   Finance – Level 4		

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

### **Te Mauri o Rongo – The New Zealand Health Charter (to be confirmed)**

Te Mauri o Rongo is currently being finalised – this section provides an overview of anticipated content. In order to guide the culture, values, and behaviour expected of the health sector, Health New Te Mauri o Rongo provides common values, principles and behaviours through four Pou, to guide health entities and their workers, enabling a cultural transformation of the health sector. Te Mauri o Rongo fundamentally upholds a key system shift of the New Zealand health reforms to reinforce and embrace Te Tiriti and our obligations to it.

The pou are a platform and a foundation to empower a culture transformation, every person is guided to align themselves to the pou and enact the values and behaviours that the pou represent. Employers

and employees are expected to uphold Te Mauri o Rongo in their work and environments as part of our commitment to achieving Pae Ora (healthy futures) for all.

It is fundamental that the four Pou of Te Mauri o Rongo are upheld by the health entities and their workforce.

<b>Wairuatanga</b>	The ability to work with heart	<i>"When we come to work, we are able and supported by others to be our whole selves. When we return home we are fulfilled".</i>
<b>Rangatiratanga</b>	Ensuring that the health system has leaders at all levels who are here to serve	<i>"As organisations we support our people to lead. We will know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all"</i>
<b>Whanaungatanga</b>	We are a team, and together a team of teams	<i>"Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. Together we are whānaunga, we are the workforce - kaimahi hauora"</i>
<b>Te Korowai Manaaki</b>	Seeks to embrace and protect the workforce	<i>"The wearer of the cloak has responsibility to act/embody those values and behaviours"</i>

### Context for the role

---

The Hospital and Specialist Services (HSS) sit within the delivery arm of Te Whatu Ora.

HSS provides hospital and specialist services including some community-based services including district nursing, community oral health services, Māori health teams and rehabilitation. Services are organised across four regions and within each region there will be a number of HSS Groups of services, led by a Regional Director.

Supporting the work of the regions, there are a small number of national, strategic business units within HSS. The purpose of the System Delivery business unit is to provide leadership for the performance of the HSS system and to ensure a coherent, nationwide approach to service delivery. In addition to system delivery and performance, the System Delivery team leads the delivery of a number of Ministerial and strategic priorities including Planned Care, Acute Demand & System Pressures, and National Clinical Networks.

This is a senior role within the System Delivery team, responsible for leading a high profile suite of strategic and operational responsibilities for Acute Demand & System Pressures.

### About the role

---

This purpose of this role is to lead the national programme of work to deliver national Acute Demand & System Pressures targets and deliverables. This role will work closely with Clinical Leaders within the Acute Demand & System Pressures team.

As a member of the System Delivery leadership team, the Group Manager, Acute Demand & System Pressures will work with other HSS national teams and regional teams to deliver whole of system strategies and solutions for Acute Demand & System Pressures.

The Group Manager, Acute Demand & System Pressures will be skilled at both contributing to and operationalising strategy. The role will both lead a strategic, transformational change programme alongside maintaining focus on a demanding, unrelenting delivery environment. The role will also

require excellent working relationships with Ministerial advisers, and oversight of a range of reporting processes to the Executive Team, Board and Ministers.

The scope of the role includes activities across the acute care continuum including pre-hospital and integrated care; acute models of care; critical care and post-hospital integrated care. The role also provides leadership around seasonal planning and pressures.

To be effective, the Group Manager, Acute Demand & System Pressures will work closely with other parts of the HSS team including Planned Care, Clinical Networks, clinical support services and other parts of Te Whatu ora, including System Improvement and Innovation.

This leadership role will require applying Te Tiriti o Waitangi to everyday work, and an ongoing commitment to redressing in equities for those the system serves least well.

The Group Manager, Acute Demand & System Pressures will play a key role in leading change in a reform environment. They will actively demonstrate the leadership values of the reformed health system, working in partnership with mana whenua, HSS and primary and community based teams to lead transformational change.

This role is developmental, and key deliverables are expected to change over time, responding to priorities for the system.

The Group Manager, Acute Demand & System Pressures is responsible for the following:

Key Result Area	Expected Outcomes / Performance Indicators – Position Specific
1. Strategic Programme Development	<ul style="list-style-type: none"> <li>To develop an agreed programme of work for Acute Demand &amp; System Pressures that is evidence based and implementable.</li> <li>Collaborate with HSS leadership teams, and other Te Whatu Ora and Te Aka Whai Ora leaders to optimise alignment of vision across all HSS strategic priorities.</li> <li>Maintain a strategic view of opportunities and risks for Acute Demand &amp; System Pressures delivery.</li> <li>Support and/or lead Acute Demand &amp; System Pressures' contribution to investment and budget setting processes, to ensure appropriate funding is secured for Acute Demand initiatives and delivery.</li> </ul>
2. Strategy Execution and Guidance	<ul style="list-style-type: none"> <li>To work in partnership with Te Aka Whai Ora colleagues at all times, to drive pro-Te Tiriti and pro-equity approaches</li> <li>Lead in partnership with the Clinical Leaders within the Acute Demand &amp; System Pressures team.</li> <li>To lead the delivery of the Acute Demand &amp; System Pressures work programme, working in conjunction with HSS national teams, HSS regional teams, System Improvement and Innovation, national Clinical Leaders and Commissioning teams.</li> <li>To provide strategic and operational support to the National System Flow Improvement Group</li> <li>To oversee and coordinate data driven approaches to managing and monitoring the Acute Demand &amp; System Pressures work programme and priorities.</li> <li>To lead daily H&amp;SS stand ups in order for live risks, issues and actions to be tracked</li> <li>To develop and lead a Critical Care improvement programme, working with critical care network as it is established</li> </ul>

	<ul style="list-style-type: none"> <li>To develop and lead the seasonal planning response, working with the Regional Directors and teams</li> </ul>
<b>3. Lead and embed system wide change</b>	<ul style="list-style-type: none"> <li>To work with the Director of System Delivery to develop a programme team, including clinical leadership, that has the capability and capacity to deliver the agenda, recommending structural changes where necessary.</li> <li>Maintain focus on the big picture and transformation opportunities, ensuring day to day delivery and maintaining momentum.</li> <li>Monitor and advise on responses to trends, opportunities, and emerging issues.</li> <li>Lead and support capacity and capability building activities, that supports the advancement of the national Acute Demand &amp; System Pressures work programme.</li> <li>To work with the Director, System Delivery to ensure appropriate governance arrangements are in place to oversee and direct work</li> <li>To work with the Director of the H&amp;SS Office to ensure high quality Ministerial, Board, ELT and stakeholder briefings</li> </ul>
<b>4. Transformation leadership</b>	<ul style="list-style-type: none"> <li>Provide visible, active transformation leadership for HSS</li> <li>Implement with the wider HSS leadership team creating a sense of shared achievement and delivery of change</li> </ul>

Key Result Area	Expected Outcomes / Performance Indicators – All Te Whatu Ora Leaders
Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori</li> <li>Supports tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care</li> <li>Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership</li> </ul>
Equity	<ul style="list-style-type: none"> <li>Commits to helping all people achieve equitable health outcomes</li> <li>Demonstrates awareness of colonisation and power relationships</li> <li>Demonstrates critical consciousness and on-going self-reflection and self-awareness in terms of the impact of their own culture on interactions and service delivery</li> <li>Willingness to personally take a stand for equity</li> <li>Supports Māori-led and Pacific-led responses</li> </ul>
Culture and People Leadership	<ul style="list-style-type: none"> <li>Lead, nurture and develop our team to make them feel valued</li> <li>Prioritise developing individuals and the team so Te Whatu Ora has enough of the right skills for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities and others</li> <li>Provides leadership that shows commitment, urgency and is visibly open, clear and innovative whilst building mutually beneficial partnerships with various stakeholders both internally and externally</li> <li>Implement and maintain People &amp; Culture strategies and processes that support provide an environment where employee experience, development and performance management drive achievement of the organisation's strategic and business goals</li> <li>Ensures Business Unit culture develops in line with expectations outlined in Te Mauri o Rongo (the Health Charter, once developed), ensuring</li> </ul>

	unification of diverse teams whilst simultaneously supporting local cultures to be retained & strengthened
Innovation & Improvement	<ul style="list-style-type: none"> <li>• Be open to new ideas and create a culture where individuals at all levels bring their ideas on how to 'do it better' to the table</li> <li>• Model an agile approach –tries new approaches, learns quickly, adapts fast</li> <li>• Develops and maintains appropriate external networks to support current knowledge of leading practices</li> </ul>
Collaboration and Relationship Management	<ul style="list-style-type: none"> <li>• Models good team player behaviour, working with colleagues to not allow silo thinking and behaviour at decision making level to get in the way of doing our best and collegially supports others to do the same</li> <li>• Work with peers in Te Aka Whai Ora   Māori Health Authority and Pacific Health Business Unit to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services</li> </ul>
Health & safety	<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>• Taking 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>• Lead, champion, and promote continual improvement in health and wellbeing to create a healthy and safe culture</li> </ul>
Compliance and Risk	<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> <li>• Understands, and operates within, the financial &amp; operational delegations of their role, ensuring peers and team members are also similarly aware</li> </ul>

### Matters which must be referred to the Director, System Delivery

- Significant financial, people and culture and quality or safety issues
- Serious clinical standards failure
- Any emerging factors that could prevent achievement of the service/s objectives at year end
- Any emerging factors that could prevent budget achievement at year
- Any matter that may affect the reputation of HSS or Te Whatu Ora

### Relationships

External	Internal
<ul style="list-style-type: none"> <li>• Te Aka Whai ora</li> <li>• Ministers' Offices and staff</li> <li>• Private providers, including hospital and primary and community care providers</li> <li>• Counterparts at key agencies in all sectors impacted by transformation and change activities in HSS</li> </ul>	<ul style="list-style-type: none"> <li>• Director, System Delivery, HSS</li> <li>• National Director, HSS</li> <li>• Other Tier 4 roles across the System Delivery team, HSS</li> <li>• System Innovation and Improvement</li> <li>• Clinical Leaders and Networks</li> <li>• Commissioning</li> </ul>

### About you – to succeed in this role

---

#### You will have

##### Essential:

- A relevant graduate and post-graduate qualification
- Experience in implementing Te Tiriti o Waitangi in action
- A commitment to biculturalism
- A commitment to achieving equitable outcomes for Māori
- Hospital and wider health system delivery experience of 5 or more years
- Knowledge of successful Acute Demand and System Pressures strategies
- Proven experience successfully leading large diverse teams through change and achieving improved results while navigating a highly nuanced and complex system

#### You will be able to

##### Essential:

- Demonstrate an understanding of the significance of and obligations under Te Tiriti o Waitangi, including how to apply Te Tiriti principles in a meaningful way in your role
- Take care of own physical and mental wellbeing, and have the stamina needed to go the distance
- Able to maximise the quality and contributions of individuals and teams to achieve the organisation's vision, purpose and goals
- Demonstrable implementation and delivery capability
- The ability to think creatively and to assess and solve complex issues while working at pace
- Establish and maintain positive working relationships with people at all levels within the public and private sectors, related industry and community interest groups and the wider national and international communities
- Demonstrate a strong drive to deliver and take personal responsibility
- Demonstrate self-awareness of your impact on people and invests in your own leadership practice to continuously grow and improve
- Demonstrate the highest standards of personal, professional and institutional behaviour through commitment, loyalty and integrity
- Demonstrate the ability to establish and maintain positive working relationships with people at all levels within the public and private sectors, related industry and community interest groups and wider national and international communities

*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.*