

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Portfolio Manager Population Health
Service & Directorate:	Primary Care & Population Health Directorate
Location:	District wide focus
Reports to:	General Manager – Primary Care & Population Health Directorate
Number of direct reports:	0
Date:	June 2022

Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing.

We seek excellence through a culture of learning, enquiry, service and caring.

Our Shared Values and Behaviours

Kind	Open	Positive	Community
<i>Manaakitanga</i>	<i>Pono</i>	<i>Whaiwhakaaro</i>	<i>Whanaungatanga</i>
Looking after our people: We respect and support each other. Our hospitality and kindness foster better care.	Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	Best action: We are thoughtful, bring a positive attitude and are always looking to do things better.	As family: We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

Our statutory purpose

To improve, promote and protect the health of our population

Promote the integration of health services across primary and secondary care services

Seek the optimum arrangement for the most effective and efficient delivery of health services

Promote effective care or support for those in need of personal health or disability support services

Promote the inclusion and participation in society and the independence of people with disabilities

Reduce health disparities by improving health outcomes for Māori and other population groups

Foster community participation in health improvement and in planning for the provision of and changes to the provision of services

Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility

PURPOSE OF THE ROLE

Reporting to the General Manager (GM), the Portfolio Manager will lead and manage the assigned services and associated contracts, to provide efficient, effective and safe services, within the available resources.

The Portfolio Manager is responsible for strategic management and planning of integrated population health services. This includes the direct management of maternal and child wellbeing provider contracts, monitoring and reporting, and wider project and portfolio contributions in population health services. This latter work includes supporting the Population Health Service Manager and the Primary Health Service Manager with their program and portfolio planning and advancement.

Accordingly, in this role, an understanding of the layers of different strategic planning and policy environments is critical to ensure alignment of population health service development with localities, and annual, regional, and national planning. In parallel, your commitment to application of Te Tiriti o Waitangi and developing an equitable health system that achieves positive outcomes for all, will mean championing practice changes to improve Māori Health.

As a natural relationship builder, you will be comfortable actively engaging with the clinical and non-clinical service leaders, Directorates, Finance, Information Systems, and Planning and Funding. Experience in health would be an advantage but is not essential. Orientation to the health system will be provided for the incumbent to support getting up to speed if required.

Main Objectives

The objectives of the Portfolio Manager are to commission and plan the delivery of services to contracted specifications to the relevant providers by:

- Considering population and demographic changes, evidence and literature, and the policy environment, in planning service advancements and development
- Working through government contracting and procurement processes as required
- Providing leadership and management to services, acting as a role model
- Developing excellent relationships with all stakeholders
- Providing input and support to relevant governance, advisory and work groups as required
- Undertaking and leading service reviews
- Supporting the General Manager in the delivery of the Primary and Community Strategy
- Supporting the Service Manager Population Health and Primary Health Portfolio Manager to ensure seamless and integrated health care planning and delivery across the Directorate and acting up into roles when required
- Supporting the philosophy and practice of an organisational wide systems approach to service and operational processes
- Ensuring service delivery is achieved within approved business/activity plans and financial budgets
- In consultation with Planning & Funding, monitoring performance, service activity performance and providing comment and developing risk mitigating strategies on issues that threaten to impact on services and contracts
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are adhered to
- Leading and facilitating focus groups/projects that advance issues and strategies of service/organisational priority
- Fostering and supporting a culture of innovation and strategic thinking as part of the directorate team.

ORGANISATIONAL COMPETENCIES

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

Customer Focus	Is dedicated to meeting the expectations and requirements of internal and external stakeholders; obtains first hand primary, community, secondary and tertiary service information and uses it to improve quality outcomes; acts with a particular focus on achieving equity; establishes and maintains effective relationships with key stakeholders and gains their trust and respect to work together in partnership.
Integrity and Trust	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
Drive For Results	Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results.

ROLE SPECIFIC COMPETENCIES

Problem Solving	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
Organisational Agility	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organisations.
Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
Building Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
Interpersonal Savvy	Relates well to all kinds of people—up, down, and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
Process Management	Good at figuring out the process necessary to get things done; knows how to organise people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
Managing and Measuring Work	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

KEY RELATIONSHIPS

Internal

Strategy, Primary and Community Team
 Clinical Leaders/Directors
 Nursing/Midwifery Directors
 Primary Health
 Public Health South
 Population Health
 Community Oral Health
 Other Service Managers
 Relevant General Managers
 Māori Health Directorate

External

Ministry of Health
 Ministry of Education
 Oranga Tamariki
 Ministry of Social Development
 Dunedin City Council
 South Island Alliance Programme Office
 Well Child Tamariki Ora providers including NZ Plunket
 Iwi, Runaka and Māori and Pacific health providers
 WellSouth Primary Health Organisation (PHO)
 Social service providers eg; Family Start, Pregnancy Help
 DBH Portfolio Managers Child and Youth
 University of Otago and Otago Polytechnic

PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> Relevant tertiary degree qualification or professional qualification 	<ul style="list-style-type: none"> Post graduate qualification in management or related discipline Qualification in project or programme management
Experience	<ul style="list-style-type: none"> Experience in portfolio management (managing more than one project at a time) Experience in coaching, mentoring and facilitating individuals and groups Financial planning and budget management experience 	<ul style="list-style-type: none"> Experience in contract and performance management Familiarity with Te Ao Māori or kaupapa Māori principles as they apply to health service planning and design
Knowledge and Skills	<ul style="list-style-type: none"> Excellent computing skills including ability to use Microsoft products (Word, Excel, PowerPoint) and systems such as SharePoint Detailed understanding of the NZ Health and Disability sector Ability to lead people and teams Skilled at developing staff and teams Delegation skills Ability to apply risk assessment approaches and mitigation 	<ul style="list-style-type: none"> Proven ability in using health intelligence to support planning and strategic direction.

Personal Qualities	<ul style="list-style-type: none"> • Ability to see the ‘big picture’ in national and regional planning while also connecting local actions to this • An effective facilitator and relationship builder • Accuracy and diligence with their work outputs • A team player and effective communicator, both verbally and written • Proactively manage their time and responsibilities and achieve them independently • Have a sense of ownership and effectively do what is required to achieve the best outcome • Actively develop organisational relationships with various departments and colleagues to work collaboratively • Current full drivers licence
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KEY RESULT AREAS

KEY ACCOUNTABILITIES	DELIVERABLES	EXAMPLE MEASURES
<p>Business Planning and Service Delivery</p> <p>Lead, plan and implement efficient and effective service delivery processes.</p>	<ul style="list-style-type: none"> • Lead and facilitate service activity and strategic planning for assigned services in conjunction with the Directorate Leadership and aligned to the Southern DHB annual planning cycle • Facilitate service development in line with planning cycles • Prepare service activity plans, and provide regular reports regarding progress against plan • Meet contract performance requirements, reporting variances and adjusting service delivery arrangements as necessary in conjunction with General Managers • Ensure service planning and delivery complies with national performance indicator standards (where applicable) • Ensure ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required • Build and maintain effective relationships and communication mechanisms with Health NZ staff, associated clinical and support services, and external agencies as applicable • Ensure adherence to the Health NZ delegations of authority across the services • Implement Southern regional wide policies and processes • Ensure service delivery complies with Health and Disability sector standards and relevant legislation and is achieved within approved business plans and financial budgets 	<ul style="list-style-type: none"> • Support successful development and implementation of service activity plans • Evidence of service planning completed to align with relevant performance Indicators • Constructive and effective relationships • Health and Disability services delivered to contract in a timely, efficient and effective manner within the budget parameters • Models of care are regularly monitored and audited • Monthly reports are generated addressing any variances and corrective actions are stated.

	<ul style="list-style-type: none"> • Develop, implement and audit care pathways and models of care in conjunction with clinical staff • Effectively utilise information systems and data for analysis of service delivery activities, development of service initiatives and reports • Prepare complete and accurate monthly management reports for the General Manager within the prescribed time frames including a full analysis of material variances and corrective actions • Prepare accurate and comprehensive business cases and/or reports as requested/required by the General Manager • Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery • Negotiate (where applicable) external service/other contracts within policies, procedures, and delegations of authority • Identify, lead and manage projects to improve service efficiency and effectiveness. 	
<p>Contract Management and Reporting</p> <p>Manage external contracts including audit requirements; develop mitigation strategies for unexpected risk.</p>	<ul style="list-style-type: none"> • Review external contracts in a timely manner to ensure strategic alignment • Ensure timely and accurate reporting as required against contracts responsible for appropriate agency • Ensure compliance is monitored and follow-up of corrective actions occurs. 	<ul style="list-style-type: none"> • Compliance monitoring is completed and documented
<p>Quality and Risk Management</p> <p>Manage service quality and risk programmes. Foster a quality improvement culture.</p>	<ul style="list-style-type: none"> • Lead and administer quality and risk programmes and action plans in accordance with policy • Ensure compliance with all relevant standards and legislation including health and safety and professional regulations • Support and demonstrate the philosophy and practice of an organisational wide systems approach to service and operational processes. 	<ul style="list-style-type: none"> • Quality improvement is understood and imbedded in the way we operate • Implementation of systems, standards and procedures that support and enhance hospital services and district clinical services establishment and delivery.

<p>Strategic Management</p> <p>Manage and otherwise contribute to service and Southern DHB wide projects.</p> <p>Lead in the process of change in the organisation and instil a continuous quality improvement culture</p>	<ul style="list-style-type: none"> • Maintain knowledge of current and emerging strategic priorities and relevant service grouping specialties • Exercise leadership/managerial or other oversight /facilitation of assigned focus groups/projects ensuring their effective completion within assigned timeframes and resources • Continue to build a collective vision for the service to allow staff to have a clear understanding of their role in services provision • Foster a culture of innovation and strategic thinking • Use Balanced Scorecard, incidents, complaints and other KPIs to inform service development and improvement opportunities. 	<ul style="list-style-type: none"> • Successful development and implementation of strategic plans /projects • Leadership and management capability is developed.
<p>Self-Management</p>	<ul style="list-style-type: none"> • Plan and manage own work to achieve desired results on time, within budget and to required standard • Identifying areas for personal and professional development. Maintain own professional development, attend Health NZ and other development opportunities • Act as a role model for the regional Health NZ organisational values. 	<ul style="list-style-type: none"> • Training and development goals are identified/agreed with your manager • Performance objectives reviewed annually with your manager • You actively seek feedback and accept constructive criticism.
<p>Contribution to Organisational Leadership</p>	<ul style="list-style-type: none"> • Participate collectively with other Managers to provide a collaborative service management function • Lead and assist focus groups/projects that advance issues and strategies of service /organisational priority • Act up as Service Manager Population Health, Portfolio Manager Primary and/or General Manager if required/requested • Provide leadership and management to the services. 	<ul style="list-style-type: none"> • Leadership and management capability is developed • Cover for Directorate management teams is provided where needed • Live and support the organisational values in everything you do.
<p>Other Duties</p>	<p>Undertake duties from time to time that may be in addition to those outlined above but which fall within your capabilities.</p>	<ul style="list-style-type: none"> • You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness • You produce work that complies with organisational processes and reflects best practice • Research undertaken is robust and well considered.

<p>Health, Safety and Wellbeing</p>	<p>Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems.</p>	<ul style="list-style-type: none"> • You understand and consistently meet your obligations under organisational Health and Safety policy/procedures • You actively encourage and challenge your peers to work in a safe manner • You actively manage the travel requirements of the role ensuring personal safety given the district wide nature of the role • Effort is made to strive for best practice in health and safety at all times.
<p>Treaty of Waitangi</p>	<p>Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.</p>	<ul style="list-style-type: none"> • <i>Partnership</i> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other • <i>Participation</i> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education • <i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.

Note: The above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

CHANGES TO POSITION DESCRIPTION

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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Employee Date

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Manager Date