

Position Description | Te Whakaturanga ō mahi

Te Whatu Ora | Health New Zealand

Title	Planned Care Equity Lead		
Reports to	Planned Care District Manager		
Location	District Wide		
Department	Hospital and Specialist Services (H&SS)		
Direct Reports	Nil	Total FTE	1.0
Budget Size	Opex		Capex
Delegated Authority	HR		Finance
Date	December 2023		
Job band (indicative)	Individual Employment Agreement		

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. To guide the culture, values, and behaviour expected of the health sector, Health New Zealand 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.

Wairuatanga	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>
Rangatiratanga	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>
Whanaungatanga	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>
Te Korowai Manaaki	Seeks to embrace and protect the workforce	<i>"The wearer of the cloak has responsibility to act/embody those values and behaviours"</i>

Planned Care

Planned care includes all aspects of non-acute care involved in a patient's journey through the health system, and includes care delivered in rural and primary care settings as well as hospital based. The Planned Care team provides leadership and support to **communicate, implement and monitor** delivery of the planned care objectives set out by Te Whatu Ora. These objectives include delivering more healthcare to the population of Southern with new models of care. improving equity of outcomes for Māori and Pasifika patients, working more closely with primary and rural care providers, and improving our data quality.

About the role

A key reason for the 2022 Health Reforms and establishment of Te Whatu Ora and Te Aka Whai Ora is an acknowledgement that previous iterations of the health system had failed to alleviate many health inequalities. In planned care, an obvious example of a health inequity is that of access whereby differing groups are disproportionately affected by delays. Being unable to attend an outpatient appointment is a common cause of delay that can lengthen and negatively influence health outcomes. Historically, Māori and Pasifika patients have tended to have higher rates of being unable to attend outpatient appointments and one of the key purposes of this role is to address this.

The primary purpose of the Planned Care Equity Lead role is to:

The primary purpose of the fixed term role is to lead the work that will reduce the unable to attend rates for Māori patients in our outpatient services. You will work with services and on specific projects and structures that will have maximum impact on equity gains, minimise disadvantage, and contribute to positive health outcomes for whānau Māori. To achieve this, you will identify community and hospital resources that are available and build relationships with these providers. You will work alongside our hospital service managers and administrators to ensure these resources are used effectively to improve outcomes for our Māori patients. Part of your role will also be to provide tikanga Māori guidance, advice, and expertise to our teams to build our understanding and knowledge of Te Tiriti o Waitangi. One distinct measure of success will be the measurable decrease in our unable to attend appointment rates for Māori patients. At the completion of the fixed term role, you will have identified blocks and barriers within the system and suggest models of care that will result in achieving improved equity outcomes for Māori.

The role will require you to work collaboratively with Māori providers of health and social services including wider community stakeholders to deliver the required project outputs and outcomes. Specific emphasis will be on achieving and maintaining the following key actions –

- Build relationships across the district with primary care, Hauora Maori partners, community providers and hospital services which support your role as Planned Care Equity Lead.
- Identify resources available for our patients to overcome barriers to them attending outpatient appointments and make these resources known to hospital services.
- Identify patients who are at high risk of being unable to attend their appointments and work with service managers and administrators to take a proactive and solution focused approach to support their attendance at outpatient appointments.
- Be an advocate for equity and promote engagement with equity education programmes to ensure clinicians and service teams can support patients in a culturally safe way.

Role Specific Competencies:

- Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when they disagree.
- Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.
- 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 does not stop at the first answers.
- Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient workflow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others cannot; can simplify complex processes; gets more out of fewer resources.
- 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 policies, practices, and procedures; understands the cultures of organisations.
- Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of their solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- Spend their time and the time of others on what is important; quickly zeroes in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
- Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments.

Key Result Area	Expected Outcomes / Performance Indicators – Position Specific
Contribute to improving delivery of outpatient care	<ul style="list-style-type: none"> • Engagement with stakeholders, problem solving, supporting collaborative design processes, building motivation and momentum, identification of risks and mitigation. • Regular reporting, report writing, contributing to planning.

	<ul style="list-style-type: none"> • Explore, critique and report on potential initiatives to improve our outpatient service provision of care. • Amplifying and accelerate great work, celebrating success and addressing areas of concern
Support changes in models of care	<ul style="list-style-type: none"> • Maintain liaison and consultation with stakeholders to review the change process and outcomes to facilitate positive outcome. • Contribute to the development of systems, culture, processes, and resources to enable project implementation. • Contribute to the identification of risk and risk mitigation strategies.
Project Management	<p>Manage the project outputs against agreed objectives, scope, and deliverables in line with agreed project methodology. This includes:</p> <ul style="list-style-type: none"> • Prepare and maintain required documentation. • Prepare and present reports and status reports as required. • Identify, manage, and escalate issues to the Planned Care District Manager • Create and deliver project communications, presentations, papers as/when required. • Any additional tasks as required for the duration of the role
Facilitate programme	<ul style="list-style-type: none"> • Assist with programme process documentation. • Complete regular progress reports as needed. • Provide appropriate communication to ensure all stakeholders are informed about the programme and its purpose. • Communication strategies are developed and implemented
Participate in and contribute to the internal management and functioning of the team.	<ul style="list-style-type: none"> • Actively engage with and support colleagues, taking personal responsibility for ensuring effective working relationships with all team members promoting a one team culture. • Contribute to team communication and learning activities. • Can deal comfortably with Managers at all levels and work productively as a business partner. • Promote and adhere to the philosophy and values of the Te Whatu Ora mission and values.

Key Result Area	Expected Outcomes / Performance Indicators – All Te Whatu Ora Leaders
Te Tiriti o Waitangi	<ul style="list-style-type: none"> • Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori. • 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. • Actively supports all kaimahi Māori across Planned Care Services by improving attraction, recruitment, retention, development, and leadership .

Equity	<ul style="list-style-type: none"> • Commits to helping all people achieve equitable health outcomes. • Demonstrates awareness of colonisation and power relationships. • 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. • Willingness to personally take a stand for equity. • Supports Māori-led and Pacific-led responses.
Culture and People Leadership	<ul style="list-style-type: none"> • Lead, nurture and develop our team to make them feel valued. • 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. • 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. • Implement and maintain People & 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. • Ensures Business Unit culture develops in line with expectations outlined in Te Mauri o Rongo (the health Charter, once developed), ensuring unification of diverse teams whilst simultaneously supporting local cultures to be retained & strengthened.
Innovation & Improvement	<ul style="list-style-type: none"> • 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. • Model an agile approach –tries new approaches, learns quickly, adapts fast. • Develops and maintains appropriate external networks to support current knowledge of leading practices
Collaboration and Relationship Management	<ul style="list-style-type: none"> • 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. • 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.
Health & safety	<ul style="list-style-type: none"> • Exercises leadership and due diligence in Health and Safety matters and ensures the successful implementation of Health and Safety strategy and initiatives. • 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. • Lead, champion, and promote continual improvement in health and wellbeing to create a healthy and safe culture.
Compliance and Risk	<ul style="list-style-type: none"> • Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place. • Ensures compliance with all relevant statutory, safety and regulatory requirements applicable to the Business Unit.

- Understands, and operates within, the financial & operational delegations of their role, ensuring peers and team members are also similarly aware

Matters which must be referred to the [insert title of reporting manager]

- [insert matters which must be referred]

Relationships

External	Internal
Primary Care Providers	Kaumātua
NGOs	Directors of Nursing
Ministry of Health	Medical Directors & Clinical leaders
Consumers and whānau	Directors of Allied, Scientific, & Technical
Iwi, Mana whenua, Mataa waka	Information and reporting teams
Māori health & social service providers	Administration Teams

About you – to succeed in this role

You will have

Essential:

- A relevant tertiary level qualification and/or equivalent work experience.
- A minimum of 5 years work experience highly relevant to the role.
- Experience in leading transformational systems change with respect to Te Tiriti o Waitangi.
- Experience in leading projects/initiatives which give effect to Te Tiriti o Waitangi.
- Skilled and capable with a strong tikanga Māori knowledge base relevant to informing the integration of hauora Māori strategy across the Planned Care Services.
- A commitment to quality and excellence, with a proven ability to contribute to process improvement for Māori.

Desired:

- A hauora Māori centric graduate and/or post graduate qualification
 - Te tautoko o te kaumatua, hāpori rānei ki tēnei tūranga mahi
 - The support and endorsement of kaumatua or Māori community to this role and responsibility

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.

- 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.
- Demonstrates ability to apply te Tiriti o Waitangi within the health sector.
- Understanding of Te Reo, me ōna Tikanga Māori and Māori health models.
- Demonstrates the ability to engage effectively with Māori Health Care Providers.

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.

Acknowledged / Accepted

Employee

Date

Manager

Date