

 <p><b>HAWKE'S BAY</b> District Health Board Whakawāteatia</p>	<b>POSITION TITLE</b>	<b>DEPUTY GENERAL MANAGER</b>		
	<b>DIRECTORATE</b>	Health Services	<b>Group</b>	Hospital
	<b>REPORTING TO (operationally)</b>	General Manager - Hospital	<b>REPORTING TO (operationally)</b>	General Manager - Hospital
<b>GROUP FUNCTIONAL RESPONSIBILITIES &amp; DIRECT REPORTS</b>	<p>This role is a whole-of-scope Deputy to the General Manager within the Hospital group, enabling the delivery of high-quality healthcare – care that is safe, equitable, timely, person and whānau centred, clinically effective and efficient.</p> <p>To achieve this, the role will provide flexible, senior management in support of the General Manager in the leadership, governance, planning, coordination and operational delivery within the group. The role will operate with a high degree of proximity to the Group Leadership Team (GLT), supporting delivery of a consistently high standard of service across the six domains of quality.</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>As a senior leader within the organisation, the postholder is expected to be a guardian of the Health System Values – He Kāwanuanu (respect); Ākina (improvement); Raranga te Tira (partnership); Tauwhiro (care) - working with fellow leaders to ensure that these are reinforced at every level, both internally and in interactions with health system partners.</p> <p>Our leadership model relies heavily on GLTs working together in an open, respectful, reflective and interdependent manner, to discharge their own individual and collective accountabilities. The Deputy General 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><b>Direct reports: TBC, but aiming for maximum of 2-3 FTE, and possibly 0</b></p> <p><b>Indirect reports: TBC but aiming for range of 700-1500 FTE</b></p>			
<b>PURPOSE OF THE POSITION</b>	<ul style="list-style-type: none"> <li>▪ Operate as a whole-of-scope Deputy to the General Manager</li> <li>▪ Provide visible, flexible and effective senior leadership and support, as directed by the General Manager, to enable the delivery of high-quality healthcare - care that is safe, equitable, timely, person and whānau centred, clinically effective and efficient. This will often be focused in teams or services with significant development priority or quality challenges.</li> <li>▪ Support the development and reinforcement of a quality-focused culture, grounded in robust planning, performance management and governance, that is both progressive and inclusive</li> <li>▪ 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</li> <li>▪ 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</li> <li>▪ Work closely with the other GLTs, prioritising and coordinating activities and resources to optimise quality and performance, and to minimise risk exposure across Health Services</li> <li>▪ Provide senior support to major service and operational change, as directed by the General Manager.</li> <li>▪ Work closely with the Head of Performance and Business Development and business partners, on behalf of the General Manager, to ensure prioritisation, specification and delivery are aligned with the improvement priorities for clinical services.</li> <li>▪ Develop and implement plans to meet agreed quality performance standards</li> <li>▪ Support operational groups in the introduction of Internal Professional Standards</li> <li>▪ Lead on policy reviews in known areas of performance issues or challenged services, as directed by the General Manager, developing rectification plans</li> </ul>			

	<ul style="list-style-type: none"> <li>▪ Support the General Manager to construct value-adding partnerships with external stakeholders</li> </ul>
<p><b>KEY DELIVERABLES</b></p>	<p><b>Leadership &amp; Strategy (Mission and culture)</b></p> <ul style="list-style-type: none"> <li>▪ 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 group’s mission and delivery approach</li> <li>▪ Support the fostering of a quality-focused culture – founded on responsiveness to patients and whaiora, and grounded in the six domains of quality</li> <li>▪ 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</li> <li>▪ Serve as an ambassador for the DHB – assisting the GLT in enhancing the DHB’s reputation, both locally and nationally.</li> </ul> <p><b>Operational Management</b></p> <ul style="list-style-type: none"> <li>▪ Provide senior general management support, as directed by and with the full delegated authority of the General Manager, to priority teams and services within the group. This will often be characterised by teams or services with significant development priority or quality challenges. At all times, support development of effective and cohesive operational management.</li> <li>▪ Support the development of strong and aligned objective setting and performance management across Health Services, and ensure this is in place for every frontline team in the group.</li> <li>▪ Support the process of embedding clinical leadership and delegated autonomy within clinical service lines, underwritten by strong clinical / managerial partnerships and aligned clinical governance arrangements at every level.</li> <li>▪ Ensure systems and procedures are in place, and information available, for the purposes of reporting, monitoring and analysing routine and complex performance issues across the group.</li> <li>▪ Ensure systems and procedures are in place, and information available, to understand risk (both service delivery, and safety and wellbeing), determine and enact appropriate activities to mitigate or resolve.</li> <li>▪ Work interdependently with other GLTs and business partners to ensure a joined up and consistent approach to issues across the DHB – notably capacity, clinical service development, and performance.</li> <li>▪ Ensure business continuity plans for services across the group are robust, monitored, and escalated as appropriate – taking account of specific needs in high-risk clinical areas.</li> <li>▪ Support the General Manager, as required, in respect of activities and processes within the Emergency Planning and Operational Resilience fields, including co-ownership of the Health Services Escalation Framework, and relevant on-call senior management arrangements.</li> <li>▪ Participate in the Executive on-call roster.</li> </ul> <p><b>Service Planning, Modernisation &amp; Development</b></p> <ul style="list-style-type: none"> <li>▪ Support the General Manager by coordinating, in close partnership with the Head of Performance &amp; Business Development, the creation and maintenance 3 to 5-year operational plans that align to relevant strategic priorities and support maintaining long-term performance across the six domains of quality.</li> <li>▪ Working with professional clinical leaders and subject matter experts, support the process of identifying, prioritising and progressing innovative concepts, models and service delivery practices that will enhance the quality of services available.</li> <li>▪ Working with People &amp; Culture, support the development of workforce planning, policy and practice to increase the capacity and capability of the workforce.</li> <li>▪ Maintaining a current view of best practice and use that to shape business planning activities.</li> <li>▪ Lead the delivery (predominantly in a project sponsor capacity) of major strategic or corporate projects in Health Services, as directed by the Chief Operating Officer.</li> <li>▪ Operate strong governance to ensure delivery of the DHB’s service and transformation change plans.</li> </ul> <p><b>Stakeholder Engagement</b></p> <ul style="list-style-type: none"> <li>▪ Act as a guardian 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, both internally and in interactions with health system partners.</li> <li>▪ In partnership with the Head of Cultural Safety and with guidance from the senior professional and cultural leadership of the Māori Health team, ensure that the principles of Te Tiriti o Waitangi</li> </ul>

	<p>underpin the approach to engagement and inclusion at all levels of planning and decision-making.</p> <ul style="list-style-type: none"> <li>▪ Maintain proactive and open communications with staff at all levels of the organisation, maximising the opportunity to engage staff and thereby help all employees shape and influence the direction of the DHB.</li> <li>▪ 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.</li> <li>▪ Support services to develop a detailed understanding and plan to address the impact services have on stakeholders in rural communities of Hawke’s Bay.</li> </ul> <p><b>Financial Resources</b></p> <ul style="list-style-type: none"> <li>▪ Support delivery of operational objectives within approved group-level budgets and delegated financial responsibilities, working closely with teams and services where this poses a substantial risk.</li> <li>▪ Work closely with Planning, Funding &amp; Performance partners to ensure accurate and up-to-date service specifications and Price Volume Schedule lines are in place for all services, reflecting the activity that Health Services is resourced to deliver.</li> <li>▪ 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.</li> <li>▪ Coordinate delivery of evidenced year-on-year efficiency savings. Collaborate with other GLTs and business partners to identify and progress efficiency opportunities that span the organisation, allowing reinvestment into quality priorities.</li> <li>▪ Work with corporate partners to ensure that any external contracts held within the group are based on accurate and deliverable volumes, and represent value for money.</li> </ul> <p><b>Clinical Governance and Professional Standards</b></p> <ul style="list-style-type: none"> <li>▪ In partnership with professional clinical leaders, implement robust clinical governance frameworks and processes within the group that interface effectively with the governance of all six domains of quality.</li> <li>▪ Support the proactive management of all legal, regulatory and accreditation impacts of service provision, with a transparent approach to management of any associated risks.</li> </ul> <p><b>Education / Training &amp; People Development</b></p> <ul style="list-style-type: none"> <li>▪ Support the GLT in establishing approaches to increase Māori (and other under-represented populations’) representation in senior group leadership and management roles</li> <li>▪ Support the process of succession planning at every level within the group, supported by high compliance with annual appraisal and strengths-based development discussions.</li> <li>▪ 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.</li> </ul>		
<p><b>HEALTH &amp; SAFETY RESPONSIBILITIES</b></p>	<ul style="list-style-type: none"> <li>▪ Manage health and safety programme responsibilities assigned by the General Manager</li> <li>▪ Provide direction to managers/teams to incorporate health and safety legislation into group</li> <li>▪ Promote health and safety and ensure that it becomes a part of everyday business</li> <li>▪ Drive change management processes to improve health and safety in group</li> <li>▪ Ensure managers/teams are complying with policy/procedures</li> <li>▪ Ensure all incidents are reported, investigated and any corrective actions are completed and closed off</li> <li>▪ Ensure all hazards/risks/incidents are identified, risk rated and controls implemented</li> <li>▪ Ensure workers participate in health and safety training e.g. Ko Awatea.</li> </ul>		
<p><b>WORKING RELATIONSHIPS</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%; padding: 5px;"> <p><b>INTERNAL</b></p> <ul style="list-style-type: none"> <li>▪ Health Services Executive Group (HSEG)</li> <li>▪ Health Services Management Team (HSMT)</li> <li>▪ Group Leadership Teams (GLTs)</li> <li>▪ Head of Cultural Safety</li> <li>▪ Head of Performance &amp; Business Development</li> </ul> </td> <td style="width: 40%; padding: 5px;"> <p><b>EXTERNAL</b> TBC</p> </td> </tr> </table>	<p><b>INTERNAL</b></p> <ul style="list-style-type: none"> <li>▪ Health Services Executive Group (HSEG)</li> <li>▪ Health Services Management Team (HSMT)</li> <li>▪ Group Leadership Teams (GLTs)</li> <li>▪ Head of Cultural Safety</li> <li>▪ Head of Performance &amp; Business Development</li> </ul>	<p><b>EXTERNAL</b> TBC</p>
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	<ul style="list-style-type: none"> <li>▪ Safety and Wellbeing Manager</li> <li>▪ Quality &amp; Patient Safety Manager</li> <li>▪ System Lead and Portfolio Managers - Planning, Funding &amp; Performance</li> <li>▪ Management Accountant</li> <li>▪ Other managers within the DHB</li> </ul>	
<b>EXPENDITURE &amp; BUDGET ACCOUNTABILITY</b>	\$xx – to be determined	
<b>SCOPE &amp; COMPLEXITY</b>	Role will work across group of the DHB providing leadership and decision making across the system relating to the particular group.	
<b>DELEGATION AND DECISION</b>	<ul style="list-style-type: none"> <li>▪ Senior Management Position With Aligned Delegated Authority And Accountability</li> <li>▪ Works collaboratively With General Manager on all aspects of the area</li> </ul>	
<b>HOURS OF WORK</b>	80 hours per fortnight (1.0 FTE)	
<b>EMPLOYMENT AGREEMENT &amp; SALARY</b>	In accordance with the Individual Employment Agreement (IEA) negotiated with the appointee. Grade 23 \$129,345 to \$152,170.	
<b>DATE</b>	May 2021	

**ESSENTIAL CRITERIA**

**Qualifications**

- Tertiary qualification in Health and Management (Or equivalent skills and knowledge acquired through substantial management experience)

**Experience**

- An understanding and respect of kaupapa Māori and relationships within te ao Māori
- Extensive management experience (10 years +) in large and complex organisation/s
- Proven track record of leadership 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 think broadly and have a history of effective decision making
- Ability to manage multiple tasks and demands in a timely manner, can marshal resources (people, funding, material, support) to get the work done

**Business / Technical Skills**

- Tactical thinker – able to deliver to a compelling and inspired vision, anticipates consequences of actions, and delivers to operational plans. Ability to understand and make decisions which balance patient outcomes and commercial reality
- 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 in a large organisation
- Experience with budgetary accountability

**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 organisational wide 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 including attendance at necessary District Health Board meetings
- 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*

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

## 1 ĀKINA IMPROVEMENT *Continuous improvement in everything we do*

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

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

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

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

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

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