

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Chief Māori Health Strategy & Improvement Officer
Service & Directorate:	Executive Leadership Team
Location:	Dunedin/Invercargill
Reports to:	Chief Executive Officers' of Southern District Health Board & WellSouth Primary Health Network (Note primary accountability will be through the Chief Executive Southern District Health Board)
DHB Delegation Level:	Tier 3
Number of direct reports:	2.5 FTE
Date:	May 2018

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 <i>Manaakitanga</i>	Open <i>Pono</i>	Positive <i>Whaiwhakaaro</i>	Community <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 ROLE

The Chief Māori Health Strategy & Improvement Officer will be tasked with responsibility to focus on driving strategy and improvement initiatives to support gains in Māori health status, through working across the Southern Health System. The role will be primarily one of providing thought leadership, and influencing others to drive change forward.

As part of the DHB & PHO Executive Leadership Team's (ELT), this role will contribute to the strategic and operational oversight of the Southern Health System from a Māori Leadership position.

Key accountabilities include:

- In partnership with the Chief Executives and the Iwi Governance Committee ensure the identification of initiatives which enhance the health and wellbeing of Māori across the Southern Health System to improve Māori Health Status in our population
- Ensure that leaders across the Southern Health System take collective responsibility for enhancing the Māori Health Status in our population
- Support the Iwi Governance Committee to ensure the principles of relationship agreement is honoured, and that the work programme is met
- Ensuring that services are accessible, timely and culturally appropriate for Māori across our district
- Ensuring that Iwi, runaka, family / whanau are actively engaged in health and social service planning, design and deliver as appropriate, and take personal responsibility for championing change

Area/Role specific requirements:

- Provide leadership to SDHB and WellSouth on strategy, initiatives and services that ensure sustainable gains in Māori health status
- Contribute to the development of long range regional strategies and business plans across the Southern Health System
- Develop, support the implementation, monitor and advise on district and regional policies, objectives, plans and activities in accordance with IGC values and objectives relating to Māori and Māori Health.
- Ensure the effective management of contracts with Kaupapa Māori Health Providers across the Southern Health System.
- Ensure appropriate outcome measures are identified and monitored for sustained health gains with respect to Māori Health across the Southern Health System, including improved equity of access to services for Māori.
- Contribute to the overall planning, coordination and control of Southern DHB affairs as a member of the two ELT's, and through provision of advice and guidance to the two Chief Executive Officer's and their Commissioner Team / Board.
- Develop strong linkages and relationships with Iwi, Runaka and Matawaka leaders across the Southern Health System to ensure health and social services are aligned for the best possible outcomes
- Build strong effective leadership across social agencies related to influencing Māori Health Status improvement
- Influence regional and national developments through engaging with Tumu Whakarae

Competencies

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

Organisational Competencies

Customer/Patient Focus	Is dedicated to meeting the expectations and requirements of internal and external customers and patients; gets first-hand customer/patient information and uses it for improvements in products and services; acts with customers/patients in mind; establishes and maintains effective relationships with customers/patients and gains their trust and respect.
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 outcomes oriented; steadfastly pushes self and others for results.
Management Competencies	
Decision Quality	Makes good decisions 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.
Listening	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
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.
Informing	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 organisation; provides individuals information so that they can make accurate decisions; is timely with information.
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.
Business Acumen	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology; and information affecting his/her business and organisation; knows the competition; is aware of how strategies and tactics work in the marketplace.
Relationship Skills	Adept at building strong and trusted relationships across all key stakeholders with the purpose of being able to influence change and motivate people across the Southern Health System to take responsibility for enhancing innovative services for Māori targeted at improving Māori Health Status

KEY RELATIONSHIPS	
Within Southern Health System	External to Southern Health System
• Chief Executive Officer's (CEO)	• Ministry of Health
• Commissioner Team / PHO Board	• Ngāi Tahu
• Executive Leadership Teams (ELT)	• Iwi / Runaka leaders
• Iwi Governance Committee	• Ministry of Social Development
• General Managers & Clinical Leaders	• Ministry of Education
• Māori Health Staff	• Police / Justice
• Staff of PHO & DHB	• Oranga Tamariki
• Kaupapa Māori Providers	• Te Puni Kokiri
• Rural Health Trusts	• Te Putahitanga o Te Waiponamu
• Southern Alliance	• Local Authorities
	• South Island Alliance
	• Other South Island DHBs / PHOs
	• Tumu Whakarae

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"> Recognised health or management Degree qualification. 	
Experience	<ul style="list-style-type: none"> Extensive experience and knowledge of the Health and Disability sectors at a senior management level. Experience in funding and planning a broad range of Māori services, including Personal, Mental and Public Health and Disability Support. Experience in managing interfaces with government agencies. Corporate level experience involving planning, organisation and/or business development. Demonstrable experience in enhancing Māori Health Status within the community 	<ul style="list-style-type: none"> Experience in working for Māori Health gain outside of the direct DHB sector
Knowledge and Skills	<ul style="list-style-type: none"> Knowledge and understanding of current health sector requirements and unplanned changes. Experience in delivering health outcomes. Solid understanding of the structures and interrelationships in the health sector of the DHBs, regionally, nationally and internationally. Commercial acumen. To be highly competent in Tikanga kawa ā-iwi and Mana whenua. Competent in the use of Te Reo 	<ul style="list-style-type: none">
Personal Qualities	<ul style="list-style-type: none"> Demonstrable commitment to achievement of improved Māori Health outcomes. Demonstrated leadership ability. Willingness to take risks where appropriate and challenge the process. Performance driven and outcome focused, with the ability to recognise the critical and key success factors and act on them. Well-developed interpersonal skills with the ability to develop effective relationships both internally and externally. Accept responsibility and accountability for the attainment of performance goals. Ability to think strategically while managing functional responsibilities on a daily basis. Excellent communication skills, with the ability to project a credible and dependable image. Ability to demonstrate the key principles of the Treaty of Waitangi . 	

	<ul style="list-style-type: none"> • Ability to develop rapport with others and to work effectively with multi-disciplinary teams. • Ability to build a longer term vision, deliver to it and to inspire others to follow it. • Actions and behaviour aligned with our organisation values as amended over time to suit our environment.
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KEY RESULT AREAS:

Key Accountabilities:	Examples of successful delivery of duties and responsibilities:
<p>Strategic Leadership</p> <p>Contribute to and strongly influence the development and implementation of strategies and plans for the Southern Health System that align with legislative imperatives, organisational strategic and operational plans and deliver on the required outputs.</p>	
<ul style="list-style-type: none"> • Contribute to the development of long range regional strategies and business plans that will enable the achievement of the Southern DHB and Southern PHOs objectives and vision for their communities. • Develop, advocate and implement innovative and forward-looking policies, objectives, plans and activities in accordance with legislative imperatives and agreed values and strategies. • Advise as required on regional policy initiatives, goals and objectives and corporate planning with due regard to evaluation and review obligations, progress monitoring and performance. • Actively participate in strategic and annual planning cycles. • Ensure that the Iwi Governance Committee is supported to achieve the objectives established and are at the pinnacle of establishing and influencing strategic direction for Māori Health gain across the Southern Health System • Support inter-sectoral relationships and stakeholder expectations. • Communicate organisation vision, values and objectives to all groups. 	<ul style="list-style-type: none"> • Active contribution to the successful development and implementation of regional strategic plans and objectives. • Leading the development of the key documents, including but not limited to the Annual Plan and Strategic Plan. • Participation in the preparation of the Statement of Intent. • Organisational buy-in to financial constraints and financial limits within the Annual Plan. • Active participation in the ELT's. • Iwi Governance Committee establishes and delivers its annual work programme which links to direct contributions improving the Māori Health Status across the Southern Health System • Appropriate operational advisory groups are established to contribute to the development of strategies and action plans enhancing the well-being for Māori.
<p>Strategy and Planning</p> <p>Plan for the improvement of service access for all constituents through the implementation and delivery of identified key strategic health initiatives.</p>	
<ul style="list-style-type: none"> • Contribute to the development of the Southern DHB, and Well South PHN's Annual Plans ensuring that they address Māori Health in a manner which contributes to the objectives set out in the strategic directions • Advise the CEO, PHO and ELT on all matters relating to Māori and Māori health. • Active membership of the Southern Alliance • Support the Executive Director Finance, Procurement & Facilities in the development of the Statement of Intent (SOI), Annual Report and other accountability documents. • Liaise and consult with Strategy, Primary & Community service and the communities of the Southern DHB region to determine the priorities for 	<ul style="list-style-type: none"> • Annual Plans of the DHB and PHO have initiatives which will contribute directly to improving the health and wellbeing of Māori in our community • Southern Alliance work programme contributes to improving equity across the Southern Health System • Positive feedback received on the process for key community consultation initiatives. • Submission deadlines for strategic and accountability documents met.

<p>the development of services, and to ensure maintenance of effective relationships.</p> <ul style="list-style-type: none"> • In collaboration with the Ministry of Health and other South Island DHBs, provide support for capacity building, including workforce planning. • Ensure effective communication with relevant constituencies at national, regional and local levels. 	
<p>Funding</p> <p>Responsibility for the management of funding, provider relationship management, contract administration, contract negotiation and monitoring for Māori service contracts across the Southern DHB as well as ensuring that funding contracts for mainstream services all contain an element of equity in how they are established</p>	
<ul style="list-style-type: none"> • Lead (through the Māori Health Service – Primary and Community the DHB’s funding functions in relation to Māori Health services, including – <ul style="list-style-type: none"> ○ Needs analysis. ○ Prioritisation. ○ Provider selection. ○ Contract negotiation. ○ Provider relationship management. ○ Provider monitoring and audit. ○ Risk management. ○ Change management. • Accurately report on progress of projects, reporting any significant variances to the CEO’s. • Ensure compliance with all legal, statutory and organisational policy requirements. • In partnership with the Executive Director Strategy, Primary & Community ensure that all funding arrangements contain equity principles to enhance the Māori Health Status across our community 	<ul style="list-style-type: none"> • Māori Health contracts are established and managed within available funding • Effectiveness, Efficiency and Equity can be demonstrated with regards the outcomes achieved from the Māori Health contracts • Mainstream funding contracts can demonstrably show how equity is being supported • Compliance with quarterly performance indicators as set by the Ministry of Health. • Board and Advisory Committee feedback and evaluation. • Compliance to Statement of Intent.
<p>Executive Leadership Team Leadership</p> <p>Contribute to the overall planning, coordination and control of the Southern DHB affairs by service as member of the ELT and through provision of guidance and advice to the CEO, PHO and Board as appropriate.</p>	
<ul style="list-style-type: none"> • Create, support and maintain a collaborative approach between the DHB and PHO. • Provide advice to the CEOs and ELT members of the DHB and PHO on the implications of plans, discussion documents and policies of other DHBs/PHOs, agencies and government bodies, and of proposed legislative changes relevant to the position. • In conjunction with the ELTs ensure decisions are in line with Crown strategies and Board policies. • Participate in and maintain the culture of consensus decision making within the ELTs. • Advise on the allocation of resources and examine and report on specified major projects. • Actively participate in meetings of the ELTs and meetings of the Boards or committees as required. • Be responsible for liaison with other Southern DHB business units and committees in areas of mutual interest and joint operation. • Provide oversight for all Southern DHB directorates, working through Chief Medical Officer, Executive 	<ul style="list-style-type: none"> • Evidence of effective strategies and methods to engage key members in decision making. • Active participation in and contribution to the ELT forums and processes.

<p>Director Specialist Services, Executive Director Strategy, Primary & Community, Chief Allied Health, Scientific & Technical Officer and Chief Nursing & Midwifery Officer to ensure that the vision of culturally appropriate services is deployed across all the services.</p>	
<p>Relationship Management Ensure that all relationships are managed in such a way as will promote the desired image of the Southern DHB and positively support the activities of funding and planning.</p>	
<ul style="list-style-type: none"> • Develop effective relationships with Chief Executive Officers, Boards, Committee members, ELTs, and DHB /PHO staff. • Liaise with community, agencies, service groups, organisations and individuals who have associations with the DHBs to keep up to date with trends and identify new service and activity opportunities. • Develop and maintain effective local and regional provider networks and affiliations. • Represent the DHBs and foster their interests by participating in discussions with individuals, sector forums, community groups and business organisations on matters of mutual interest. • Ensure the DHBs' views are sought and heard clearly in relation to Māori health management matters. 	<ul style="list-style-type: none"> • Contribute to the constructive and effective relationship established with Governance, Funder, and communities across the DHB and PHO • Effective networks established. • Effective representation of the interests of Southern DHB and WellSouth PHN. • Effective relationship maintained at all levels within Iwi.
<p>Team Performance & Development Develop and maintain a team environment in which the Southern DHB's objectives and plans can be achieved and performance enhanced.</p>	
<ul style="list-style-type: none"> • Promote the philosophy and values of the Board's vision and values among all employees. • <i>Ensure functionality of team to ensure contribution towards all organisational goals, and ensure effective team management and communications are developed and maintained</i> • Provide a safe, supportive environment that encourages the highest level of personal development and performance of team members. • Ensure team members are managed in accordance with good employer practices and current staffing policies and agreements. • Ensure progress is made on improving results in the staff engagement feedback. 	<ul style="list-style-type: none"> • Effective leadership and management of functional areas. • Development and performance reviews completed annually for all direct staff. • Active professional development programme for staff. • Evidence of a team-based approach within the functional groups for whom line accountability is held. • Evidence of effective strategies and methods to engage key members in decision making. • Performance Appraisals and Personal development plans are up to date and documented for both reports and the wider service.
<p>Quality and Performance</p>	
<ul style="list-style-type: none"> • Maintain professional and organisational quality standards. • Ensure delivered work is planned, delivered, and implemented consistently against quality standards. • Continuously identify improvement opportunities to perform job in most effective manner. • Investigate opportunities to achieve goals in a more efficient way. 	<ul style="list-style-type: none"> • Performance is in alignment with organisational requirements, and professional standards.

Other Duties	
Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.	<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 SDHB processes and reflects best practice. Research undertaken is robust and well considered.
Professional Development – self	
Identifying areas for personal and professional development.	<ul style="list-style-type: none"> Training and development goals are identified/agreed with your manager. Performance objectives reviewed annual with your manager. You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
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.	<ul style="list-style-type: none"> You understand and consistently meet your obligations under Southern DHB’s Health and Safety policy/procedures. You actively encourage and challenge your peers to work in a safe manner. Effort is made to strive for best practice in Health and Safety at all times.
Treaty of Waitangi	
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.	<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.

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

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Date

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Manager

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Date