POSITION DESCRIPTION

Change Facilitator:
Integrated Care

Date Produced/Reviewed:

Position Holder’s Name:

Position Holder’s Signature: ............................................................

Manager’s Name:

Manager’s Signature: .................................................................

Date: ........................................................................

Approval date
Review date
PURPOSE OF THE POSITION

Strategic Alignment
The purpose of this position is to enable Counties Manukau Health achieve its Triple Aim strategies for Integrated Care comprising:

- **Improved health and equity for all populations**: developing integrated care initiatives that address inequalities, and improve the health status of the Counties Manukau population
- **Improved quality, safety and experience of care**: working with clinical leaders, work to provide a more local, integrated patient experience and improve patient safety
- **Best value for public health system resources**: ensure that developments lead to reduced acute demand growth, efficient and effective service delivery and value for public funded resources.

Whole of System Approach
This is a key position responsible for supporting the transformation to a fully integrated care system within Counties Manukau in partnership with clinical leaders and key stakeholders.

Role responsibilities
The Change Facilitator will support the Transformation Manager – Integrated Care to implement the change management strategy through:

- Supporting localities in the redesign of services to effectively integrate primary, secondary and community care:
  - focus area for this role is within the Reablement workstream for the Community Health Service Integration programme and key outputs and outcomes would include:
  - delivery of assigned tasks and roles within the workstream
  - ensuring equity of service access and delivery across all locality teams,
  - direct input to support the specific localities assigned to the role
  - Consistently communicating the case for change and vision for the project to operational staff
  - Driving uptake of change – people, systems and process’s
  - Minimise barriers for front line staff
  - Engaging with stakeholders across the system – general practice, PHOs, primary care teams, secondary care, community and NGOs – to support the implementation of integration initiatives.
  - Act as a super user for all tools that support the changes to service delivery and in particular IT enablers
  - Develop detailed training plans and implement these in liaison with key stakeholders across the district
  - Act as point of contact for primary and community & DHB clinical staff regarding Community Health Integration programme
  - Translate strategy into operational change packages in conjunction with key stakeholders
  - Identify and work closely with change agents within services to create a culture of continuous improvement and patient centric care
  - Identify issues which may impact on successful implementation of change and enacting the vision of integrated care
  - Identify communications requirements and work with the localities to ensure appropriate, consistent communications are disseminated to all relevant staff and stakeholders
  - Consistently communicate the case for change and vision for the project to operational staff
To engage with a wide range of stakeholders developing strong working relationships to enable the delivery of the service improvements for the care for the population of Counties Manukau

This position reports to the Transformation Manager: Integrated Care. Key performance objectives and indicators will be agreed annually between the Change Facilitator and Transformation Manager.

Vision & Values

Organisational Shared Vision
Our DHB’s shared Vision is to work in partnership with our communities to improve the health status of all, with particular emphasis on Maaori and Pacific peoples and other communities with health disparities. We will do this by leading the development of an improved system of healthcare that is more accessible and better integrated. We will dedicate ourselves to serving our patients and communities by ensuring the delivery of both quality focussed and cost effective healthcare, at the right place, right time and right setting.

Organisational Values

**Partnership**  Working alongside and encouraging others in health and related sectors to ensure a common focus on, and strategies for achieving health gain and independence for our population

**Care and Respect**  Treating people with respect and dignity, valuing individual and cultural differences and diversity

**Professionalism**  We will act with integrity and embrace the highest ethical standards

**Teamwork**  Achieving success by working together and valuing each other’s skills and contributions

**Innovation**  Constantly seeking and striving for new ideas and solutions

**Responsibility**  Using and developing our capabilities to achieve outstanding results and taking accountability for our individual and collective actions
PLACE IN THE ORGANISATION

Primary Health & Community Services

- Chief Executive
- Director Primary Health & Community Services
  - Clinical Director Integrated Care (0.5 Fixed Term)
  - Business Support Manager, PHaCS Directorate

General Manager Primary Care
Integration Manager Child, Youth & Maternity
Project Manager Intersectional
General Manager Integrated Mental Health & Addictions (Also reports to CHS)
General Manager Integration Franklin Locality
General Manager Integration Eastern Locality
General Manager Integration Mangere/Manurewa Locality
General Manager Integration Manukau Locality
General Manager ARhD (also reports to DHS)
Transformation Manager Integrated Care
Change Facilitator: Integrated Care

NATURE AND SCOPE OF RESPONSIBILITIES

<table>
<thead>
<tr>
<th>Key Accountability</th>
<th>Standards / Achievements</th>
<th>How will it be evidenced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme implementation</td>
<td>• To act as an ambassador for the integration programme, including continued liaison and influencing of a wider range of stakeholders&lt;br&gt;• Ensure that key messages around the transformation programme are communicated throughout Counties Manukau Health including to front line staff, patient and the public, and other key stakeholders.&lt;br&gt;• To assimilate complex information, issues and ideas relating to a number of policy areas and disseminate in an appropriate way&lt;br&gt;• Perform the ‘super user’ function for IT enabler systems, and deliver training in use of IT enablers to key stakeholders&lt;br&gt;• Develop detailed training plans and implement these in liaison with key stakeholders across the district&lt;br&gt;• Act as key point of contact for primary and community &amp; DHB clinical staff regarding the integration agenda&lt;br&gt;• Translate strategy into operational change packages in conjunction with PHO partners</td>
<td>•</td>
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<tr>
<td>Key Accountability</td>
<td>Standards / Achievements</td>
<td>How will it be evidenced</td>
</tr>
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</table>
|                                                        | • Identify and work closely with change agents within services to create a culture of continuous improvement and patient centric care  
• Identify issues which may impact on successful implementation of change and enacting the vision of integrated care  
• Identify communications requirements and work with the localities to ensure appropriate, consistent communications are disseminated to all relevant staff and stakeholders  
• Consistently communicate the case for change and vision for the project to operational staff                                                                 |                                                                                           |
| Integrated Care & Locality Clinical Partnerships       | • Service provision reflects primary care as the ‘healthcare home’ for healthcare delivery  
• Support the Transformation Manager and as appropriate Locality General Managers to implement plans, policies and projects which support the integration agenda  
• Support the implementation of a change management plan across the integration programme  
• Participate in relevant internal and external working groups/projects, services and initiatives to provide project information and analytical advice and expertise |                                                                                           |
| Quality Health Care                                    | • Promotes the delivery of services within appropriate quality frameworks through the promotion of best practice across the whole continuum.  
• Ensure that significant risk is identified and appropriate actions taken to mitigate  
• Evaluate the quality of improvement initiatives delivered in Counties Manukau and recommend appropriate action | • Maintains a programme risk and issues mitigation plan  
• Complies with H&S policies and procedures                                                                                     |
| Customer Focus                                         | • Ensures Primary Health & Community services are best placed to meet community needs by identifying and implementing opportunities for improvement, liaising with consumer and family advisors and taking corrective action as necessary  
• Enable and support change that increases flexibility and allows services to be tailored to individual need allowing service users to lead their own recovery  
• Involves service users in the co-design of integrated services development and delivery | • Demonstrates a commitment to customer service through interaction with patients/clients, whānau/family  
• Effective integration of client feedback into improvement activities                                                                 |
### Key Accountability

<table>
<thead>
<tr>
<th>Standards / Achievements</th>
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<tbody>
<tr>
<td>• Fosters harmonious and positive relationships with key stakeholders to enhance the reputation and image of CMH, and participates actively in local, regional and national networks</td>
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<tr>
<td>• Effective relationships developed with consumer organisations, and primary care, NGO, PHO, and secondary care providers</td>
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<td>• Close collaboration takes place with Locality General Managers and Locality Leadership Groups in the development, improvement and integration of integration initiatives</td>
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<tr>
<td>• Key stakeholders are involved in service planning and developments, including robust models of care</td>
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### How will it be evidenced

- Positive feedback from across the sector

### Challenges / problem solving:

| • The position has been appointed to a new organisational structure and the position will be required to provide flexible and adaptable leadership within a complex organisational environment |
| • Develop networks both internally and externally across the district to effectively engage in all key stakeholders |
| • Employ expert negotiation and influencing skills to overcome barriers to change and manage potentially difficult areas around process and clinical service change management which may be sensitive, complex, contentious and confidential issues. |
| • Prepare and deliver presentations to staff groups and the public explaining complexities and conveying contentious information. |

### CULTURAL SAFETY

| • Respect, sensitivity, cultural awareness is evident in interpersonal relationships and the expectations set of staff and providers reporting to this role |
| • Our cultural differences are acknowledged by respecting spiritual beliefs, cultural practices and lifestyle choices in the way the duties of this role are discharged |
| • That investment in cultural responsiveness capability and capacity of staff and providers reporting to this role is actioned to fit the needs and improve the access and experience of service users (e.g. Maori cultural competency and Tikanga Best Practice, Pacific cultural competency, Asian health) |

### How will it be evidenced

- Evidence of service improvement and patient outcomes
- 100% legislative compliance
- Evidence of robust project management principles in place

### Relationships:

- Evidence of principles applied in work practice
- Treaty of Waitangi responsiveness frameworks completed and Maori Health action plans

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(Cultural Safety)

- Commitment to the principles of Treaty of Waitangi
- Honouring Cultural Diversity

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(Challenges / problem solving)

- Evidence of service improvement and patient outcomes
- 100% legislative compliance
- Evidence of robust project management principles in place
The Change Facilitator will interact with clinical staff and operational managers and maintain a network of external industry/sector contacts. Situations may often call for tact, diplomacy and will require information to be handled sensitively.

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
<th>Committees/Groups</th>
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</thead>
<tbody>
<tr>
<td>Primary &amp; Community Leadership Team</td>
<td>Ministry of Health and other DHBs</td>
<td>Locality Leadership Groups</td>
</tr>
<tr>
<td>Clinical Directors</td>
<td>PHOs</td>
<td>Locality Clinical Networks</td>
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<tr>
<td>Clinical Nurse Directors</td>
<td>Northern Regional Alliance</td>
<td></td>
</tr>
<tr>
<td>Service and Operational Managers</td>
<td>NGOs and Private Health Providers</td>
<td></td>
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<tr>
<td>Professional Leaders</td>
<td>Healthcare Advocates</td>
<td></td>
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<tr>
<td>Other Managers and Direct Reports</td>
<td>Statutory Bodies</td>
<td></td>
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<tr>
<td>Locality General Managers</td>
<td>Academic Institutes</td>
<td></td>
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<tr>
<td>GMs Maaori and Pacific Healthalliance</td>
<td>Local Communities</td>
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<tr>
<td>Healthalliance</td>
<td>Councils</td>
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<td></td>
<td>HSAGlobal</td>
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**SCOPE FOR ACTION**

This role is empowered to make decisions or recommendations relating to the Change Facilitator portfolio within agreed planning, budget and performance parameters. The position holder is encouraged to use initiative and problem solving expertise to develop innovative approaches to issues within the scope of the role and in accordance with the CMH Delegations Policy.

The Change Facilitator: Integrated Care will be responsible to the Transformation Manager: integrated Care for the achievement of agreed objectives and operates within the confines of Counties Manukau District Health Board.

**Financial Budget:** nil.

**Capital expenditure:** As per the CMH delegated authorities

**Decisions:** As per the CMH delegated authorities

Situations may often call for tact, diplomacy and will require information to be handled in a discrete and sensitive manner.

In conflict situations will be required to exercise sound judgement, negotiation and persuasiveness skills, toward facilitating a workable outcome.

**POSITIONS REPORTING**

**Directly**

nil

**Indirectly**

Team leaders, Clinical and Administrative staff
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<tr>
<th>Essential</th>
<th>Preferred</th>
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<tbody>
<tr>
<td><strong>Qualifications</strong></td>
<td>- Relevant clinical qualification</td>
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<tr>
<td>    </td>
<td>- Post graduate qualification in health, business or related field</td>
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<td>    </td>
<td>- Prince II practitioner</td>
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<td>    </td>
<td>- Flinders Self-Management</td>
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<tr>
<td><strong>Experience</strong></td>
<td>- Minimum 5 years clinical experience</td>
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<tr>
<td>    </td>
<td>- Experience in the implementation of service improvements and quality initiatives</td>
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<td>- Current knowledge of health sector</td>
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<td>- Knowledge of project management methodologies</td>
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<td>- Experience of working in a multi-disciplinary setting</td>
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<td>    </td>
<td>- Ability to build and maintain effective relationships with Maori and Pacific stakeholders</td>
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<td>    </td>
<td>- Experience of ensuring clinical governance standards are part of service design, ensuring high quality clinical services and that client safety is paramount</td>
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<td>    </td>
<td>- Experience in delivery of large scale change initiatives within the health sector</td>
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<tr>
<td><strong>Knowledge</strong></td>
<td>- Understanding of the Treaty of Waitangi &amp; bi-cultural issues in health service delivery.</td>
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<td>    </td>
<td>- Legislation pertaining to Employee relations.</td>
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<td>    </td>
<td>- Legislation pertaining to the Health Environment.</td>
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<td>    </td>
<td>- Principles of effective management and leadership</td>
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<td>    </td>
<td>- Understanding of the requirements for complying with relevant EEO and OH&amp;S standards and other related statutory requirements for a safe an equitable work environment</td>
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<td>    </td>
<td>- Knowledge of primary and community care</td>
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<td>    </td>
<td>- Knowledge of principles of recovery and Consumer/ Service User involvement.</td>
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</tbody>
</table>
| Skills/ Behaviour | - Proven competence in quality improvement  
|                 | - Well developed interpersonal skills  
|                 | - Flexibility and ability to work through a transformational change agenda  
|                 | - Excellent relationship building and management skills  
|                 | - Managing multiple tasks and demands in a timely manner  
|                 | - Political acumen in working through complex organisational and political situations effectively  
|                 | - Robust evaluation and consideration of options before making a decision  
|                 | - Effective project and change management skills  
|                 | - Excellent presentation skills  
|                 | - Influence and negotiating, able to persuade and inspire others to achieve change |