POSITION DESCRIPTION

Integration Manager
Child, Youth, & Maternity Services

Date Produced/Reviewed:

Position Holder’s Name:

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

Manager’s Name:

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

Date: .................................................................
PURPOSE OF THE POSITION

Strategic Alignment
The purpose of this position is to enable Counties Manukau Health achieve its Triple Aim strategies for Child Youth & Maternity (CY&M) services comprising:

- **Improved health and equity for all populations**: invest in appropriate interventions that increase resilience in the Counties Manukau population
- **Improved quality, safety and experience of care**: working with clinical leaders, ensure that the experience of consumers of Child, Youth and Maternity services delivered in Counties Manukau is quality, safe and that their experiences inform improvement opportunities;
- **Best value for public health system resources**: ensure that CMH’s investment in Child, Youth and Maternity services leads to reduced acute demand growth, efficient and effective service delivery and value for public funded resources. In some investments, this role will need to influence other funders (e.g. Ministry of Health, Regional Child, Youth and Maternity Services).

Whole of System Approach
This is a key senior management position responsible for leading the transformation to integrated “whole of system” Child, Youth and Maternity services within Counties Manukau in partnership with clinical leaders. By developing and operationalising an integration strategy with key stakeholders, the post-holder will reduce inequalities and fragmented patterns of care. The Integration Manager will lead the development of a system of care that is focussed on efficient, high quality whaanau/family centred Child, Youth and Maternity services.

Role responsibilities
The Integration Manager will work in collaboration with the General Manager of Kidz First and Women’s Health to ensure a cohesive approach with dual responsibility for the management and performance of Child, Youth and Maternity services across the whole system, including in primary, community, and inpatient settings. In partnership with clinical leaders and the General Manager for Kidz First and Women’s Health, the Integration Manager provides integrated planning and strategic direction for Child, Youth and Maternity services delivered by CMH, NGOs, primary care, and regional providers. This includes:

- Setting the strategic direction for Child, Youth and Maternity services in Counties Manukau, including leading annual service and financial planning for the Child, Youth and Maternity continuum that has the support of the DHB, PHOs, MoH, and NGOs.
- Advising on investment and dis-investment choices that improve the overall system’s efficiency and effectiveness.
- Financial, strategic, operational and contract management accountability for community based Child and Youth services, including managing relationships and funding contracts/SLAs with NGOs, PHOs and CMH/Locality teams.
- Service development, in close collaboration with Locality General Managers and Kidz First and Women’s Health leadership groups (including appropriate and value adding stakeholder engagement).
- Ensuring compliance with regional and national policy and operating frameworks, including ensuring minimum (and where appropriate consistent) service coverage across the whole of system and localities.
The Integration Manager is also expected to contribute at a senior management level to strategic priorities, DHB-wide projects, regional and national initiatives/projects and quality improvement programmes.

This position reports to the Director of Primary and Community Services. Key performance objectives and indicators will be agreed annually between the Integration Manager and Director. Enabling and supporting locality based integration of community based services will be a key initial focus of the role.

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 Māori 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
Proposed Structure

Child, Youth & Maternity Team

PLACE IN THE ORGANISATION

NATURE AND SCOPE OF RESPONSIBILITIES

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<tr>
<th>Key Accountability</th>
<th>Standards / Achievements</th>
<th>How will it be evidenced</th>
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| Strategic Oversight and Implementation | • Leadership of Child, Youth and Maternity funding and service delivery that balances and contributes to the organisation’s Triple Aim strategies  
• Strategic oversight of implementation and action that aligns and implements Counties Manukau Health’s strategic directions for the Child, Youth and Maternity sector  
• Whole of system planning that is based on national and international evidence, trends, and expert opinion  
• The alignment of resource allocation across primary, community, and hospital services with strategic ‘whole of system’ priorities  
• Leadership of service planning for Child, Youth and Maternity, in collaboration with key internal and external stakeholders including regional and national DHBs, NGOs and workforce reps  
• National and Regional initiatives are aligned in DHB plans.  
• Service provision reflects and is responsive to the district’s | • Strategic and annual plans reviewed and developed within agreed timeframes  
• Statistical data and measurable objectives developed to support progress of the plan and ongoing analysis to address gaps in performance |
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| Integrated Care & Locality Clinical Partnerships | - Service provision reflects primary care as the ‘medical home’ for healthcare delivery  
- Where advantageous, to progressively align CMH community based Child, Youth and Maternity services and resources with Locality Clinical Partnership structures  
- Lead implementation of the ‘whole of system’ integration plan for Child, Youth and Maternity services  
- Support and challenge Locality General Managers to develop and implement plans, policies and projects which support whole of system integration of Child, Youth and Maternity services. | - Complaint monitoring system in place across the continuum  
- Reviews and takes correction where required according to address HDC, OHS and HPCA concerns  
- Maintains a risk mitigation plan  
- Complies with H&S policies and procedures |
| Quality Health Care                    | - Promotes the delivery of services within appropriate quality frameworks through the promotion of best practice across the whole continuum.  
- Monitors the quality and efficiency of Primary and Community Child, Youth and Maternity care services, through the development of key Performance Indicators and effective quality and clinical risk management. Undertake periodic and ad hoc reviews of both CMH and external providers  
- Ensure that significant risk is identified and appropriate actions taken to mitigate  
- Support and monitor the review of high level complaints, ministerials, briefings and medico-legal issues in consultation with the Senior Legal Advisor and Communications Advisor  
- Evaluate the quality of integrated Child, Youth and Maternity services delivered in Counties Manukau and recommend appropriate action | - Complaint monitoring system in place across the continuum  
- Reviews and takes correction where required according to address HDC, OHS and HPCA concerns  
- Maintains a risk mitigation plan  
- Complies with H&S policies and procedures |
| Customer Focus                         | - Ensures Child, Youth and Maternity services are best placed to meet community needs by monitoring demand and customer satisfaction across the system, and 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

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| **Relationship Management and Service Development** | • 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  
• Effective relationships developed with regional and national DHBs, the Ministry of Health, consumer organisations, and primary care, NGO, PHO, and regional providers  
• Close collaboration takes place with Locality General Managers and Locality Leadership Groups, operational and clinical leaders of DHB provided services in the development, improvement and integration of community based Child, Youth and Maternity services  
• Key stakeholders are involved in service planning and developments, including robust models of care  
• Management of service agreements, including overseeing the development of service specifications, procurement processes such as RFPs, and project management of service developments  
• Providers are appropriately monitored and contracts managed in terms of quality, cost, and effectiveness of Child, Youth and Maternity care | Positive feedback from across the sector |

| Financial and Contractual Accountability | • Invests resources and service development in the appropriate parts of the Child, Youth and Maternity continuum to reduce acute demand growth  
• Ensure contracted providers are operating within agreed service and financial parameters, and take appropriate corrective action where required  
• Provide regular performance feedback to providers and encourage continuous improvement of their services  
• In collaboration with the GM Kidz First & WH manage the whole of system Child, Youth and Maternity budget for provision of services within CMH annual plan expectations  
• Manage accountabilities within delegated authorities  
• Ensures that services are operating within agreed contractual, service and financial parameters  
• In collaboration with the GM Kidz First & WH establishes annual capital plan for Child, Youth and Maternity services across community/locality settings  
• Management of all assets to ensure they are fit for purpose | • Financial objectives met  
• Contractual/legal obligations adhered to  
• Variance reports completed and corrective actions implemented |

| 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 | Evidence of service improvement and patient outcomes  
• 100% legislative |
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|                     | • Fostering a very strong commitment to ensure that policy and planning processes are consistent with New Zealand government policy and meets the needs of the CMH  
• In collaboration with the GM Kidz First & WH and the various clinical leaders as well as the Ko AWatea Workforce Development group, participates in devising and implementing strategies to achieve an effective professional workforce within Counties Manukau across service policy, planning and provision. Staff recruitment, professional development and retention for the whole Child, Youth and Maternity sector are significant challenges  
• Participating and managing consultations, negotiations and cross-regional partnership arrangements on sensitive policy issues with a diverse range of stakeholders with varying philosophies, technological capacities and interests | • Evidence of robust project management principles in place |

| CULTURAL SAFETY | Commitment to the principles of Treaty of Waitangi  
Honouring Cultural Diversity | • 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. Maaori cultural competency and Tikanga Best Practice, Pacific cultural competency, Asian health) | • Evidence of principles applied in work practice  
• Treaty of Waitangi responsiveness frameworks completed and Maaori Health action plans |

**Relationships:**
The GM will interact with managers at all levels and maintain a network of external industry/sector contacts. Situations may often call for tact, diplomacy and will require information to be handled sensitively.

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<th>Internal</th>
<th>External</th>
<th>Committees/Groups</th>
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| Executive Leadership Team (ELT)  
Clinical Directors  
Clinical Nurse Directors  
Service and Operational Managers  
Professional Leaders  
Other Managers and Direct Reports  
Human Resources and Legal  
Locality General Managers  
GMs Maaori and Pacific healthAlliance | Ministry of Health and other DHBs  
Northern Regional Alliance  
Medical School Faculty  
NGOs and Private Health Providers  
Healthcare Advocates  
Statutory Bodies  
Academic Institutes  
Local Communities  
Councils | Board  
Board Sub Committees  
ELT  
Clinical Management Executive  
LCPS /Locality Leadership Groups  
Women’s Health Divisional Forum  
Kidz First Clinical Leaders forum |
SCOPE FOR ACTION

This role is empowered to make decisions or recommendations relating to the Integration Manager Child, Youth and Maternity 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 Integration Manager Child, Youth and Maternity Services will be responsible to the Director of Primary Health and Community Services for the achievement of agreed objectives and operates within the confines of Counties Manukau District Health Board. Objectives will include:

- Project management and delivery of an integrated model of care across the care continuum that draws on the clinical, operational, external and specialist skills to achieve agreed objectives.
- Leading initiatives to improve effectiveness and efficiency of services, demonstrating cultural sensitivity, meeting client needs, and legislative and policy requirements.

**Financial Budget:** In collaboration with the GM, Kidz First and Women’s Health, responsible for an agreed whole of system Child, Youth and Maternity CMH budget of approximately $125M per annum.

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

**Decisions:** Varied and complex and extend far beyond the short term. Approves service plans Hires, promotes, disciplines and dismisses staff within CMH’s Human Resources policy and procedures and delegated authorities. Able to sign contracts of supply and commit CMH to a course of action as per the 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**
Service Manager, Portfolio Managers, Service Development Managers, Mortality Review Coordinator

**Indirectly**
Team leaders, Clinical and Administrative staff
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<th>Qualifications</th>
<th>Essential</th>
<th>Preferred</th>
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<tr>
<td><strong>Qualifications</strong></td>
<td>Post graduate qualification in health, business or related field</td>
<td>Health Management or business qualification</td>
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| **Experience** | Track record of delivering change through integrated care  
Minimum 5 years management experience in a health environment  
Significant level of operational and strategic experience at a senior level in working with primary, community and secondary providers  
Experienced in managing large multi professional groups  
Experience in the implementation of service improvements and quality initiatives  
Development of service plans  
Current knowledge of health sector  
Knowledge of funding mechanisms within the CY&M sector  
Demonstrated strategic and operational management experience, including people and budgets  
Demonstrated success in planning, implementation and monitoring of clinical services  
Demonstrated experience of effective working with unions  
Experience of intersectoral partnerships  
Evidence of effective business management  
Ability to build and maintain effective relationships with Maori and Pacific stakeholders  
Experience of ensuring clinical governance standards are part of service design, ensuring high quality clinical services and that client safety is paramount | Senior Management experience in CY&M.  
Experience in relationship management and contracting with MOH and NGO sector  
Experience in development and implementation of intersectoral projects  
Experience in developing annual plans, key performance indicators and measurement frameworks  
Experience in population health projects and campaigns |
| **Knowledge** | Understanding of the Treaty of Waitangi & bi-cultural issues in health service delivery.  
Legislation pertaining to Employee relations.  
Legislation pertaining to the Health Environment.  
Principles of effective management and leadership  
Understanding of the requirements for complying with relevant EEO and OH&S standards and other related statutory requirements for a safe and equitable work environment | Knowledge of effective CY&M service provision.  
Knowledge of principles of recovery and Consumer/ Service User involvement.  
Knowledge of National CY&M Quality Standards.  
Knowledge of key National CY&M Policy documents |
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<th>Skills/ Behaviour</th>
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<td>Proven competence in quality improvement</td>
<td>Well developed interpersonal skills</td>
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<td>Proven experience with budget, contract and financial management</td>
<td>Flexibility and ability to work through a transformational change agenda</td>
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<td>Excellent relationship building and management skills</td>
<td>Managing multiple tasks and demands in a timely manner</td>
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<td>Political acumen in working through complex organisational and political situations effectively</td>
<td>Robust evaluation and consideration of options before making a decision</td>
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<td>Interpersonal effectiveness in hearing accurately the unspoken or partly expressed thoughts, feelings and concerns of others; cross-cultural sensitivity</td>
<td>Effective project and change management skills</td>
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<td>Excellent presentation skills</td>
<td>Influence and negotiating, able to persuade and inspire others to achieve change</td>
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<tr>
<td>Strategic thinker</td>
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