POSITION DESCRIPTION

Programme Manager – Primary Care Work Programme, Greater Auckland

This position is not considered a children’s worker under the Vulnerable Children Act 2014

Position Holder’s Name: .................................................................

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

Manager/Supervisor’s Name: .........................................................

Manager/Supervisor’s Signature: ......................................................
Our Strategic Goal

_We care about achieving health equity for our community._

Together, the Counties Manukau health system will work with others to achieve equity in key health indicators for Māori, Pacific and communities with health disparities by 2020.

We will measure the impact we have on healthy life years every year. This is our commitment to act and be deliberate in our choices and priorities.

This means that people will live longer healthier lives in the community.

Our Shared Values

**Kind**
Care for other people's wellbeing.

**Excellent**
Safe, professional, always improving.

**Valuing everyone**
Make everyone feel welcome and valued.

**Together**
Include everyone as part of the team.
PURPOSE OF THE POSITION

The primary purpose of this position is to manage the development and delivery of key programmes and projects for the greater Auckland primary care work programme. This work programme sits within the two alliance structures covering greater Auckland, and is hosted by Counties Manukau Health on behalf of the three Auckland DHBs and seven Primary Health organisations (PHO’s). This post will be an employee of Counties Manukau DHB.

Whilst the initial focus will be in the development and implementation of the clinical pathways programme and the data sharing project, there is an expectation that the Programme Manager would work across a number of key projects areas as these are prioritised.

The Programme Manager is responsible for the delivery of programme management. This includes providing programme leadership, providing advice and support to the programme sponsors, developing positive partnerships with stakeholders and developing trust and confidence in the team’s ability to consistently deliver programmes. They will provide leadership and support for team members, ensuring they have the skills, abilities and structure to enable them to be successful. They will maintain high staff morale and engagement.

Key functions include:

- Effective co-ordination of existing and future programmes and projects
- Management of dependencies between these initiatives and others going on within the relevant DHB’s and PHO’s.
- Management and resolution of risks and issues
- Ensure project and programme delivery meets quality and performance indicators, time and budget

Background - the Clinical Pathways Programme

The implementation of the clinical pathways program has two components:

- Static: Localisation of the (Canterbury) HealthPathways static pathways which sit on the Auckland Regional HealthPathways platform and which went live in August 2015;
- Dynamic: Development, testing and implementation of the NEXXT™ clinical pathways platform

Over the past twelve months the program team has been working to pull these two components of work into one cohesive programme.

In December 2015 the two greater Auckland Alliance Leadership Teams approved a business case to continue with this programme of work. Project duration is 31 months with a transfer to business as usual from July 2018.

Members of this Program of Work

Auckland Regional HealthPathways static platform:
- The three Metro-Auckland District Health Boards and seven Auckland-based PHO’s.

NEXXT™ dynamic clinical pathway enabler tool:
- As above with the addition of Northland District Health Board and the two Northland PHO’s.

Funding the Current Programme of Work

Currently the four Northern Region DHBs fund the NEXXT™ dynamic clinical pathways platform. The Auckland Regional HealthPathways static platform and the clinical content development team are funded 50:50 by the metro Auckland DHB’s and PHO’s, with Counties Manukau Health acting as lead DHB.

Contractual Arrangements

Initially sponsored by Greater Auckland Integrated Health Network (GAIHN) the Northern clinical pathways program is now part of the Work Program for Primary Care within the new Alliance structure. Counties Manukau Health holds the contract with Streamliners (the static clinical pathways platform) on behalf of the three Auckland DHBs and seven PHO’s. This contract was signed in 2014 and is for a five year duration.
HealthAlliance holds the contract on behalf of the Region (i.e. four DHBs) for the NEXXT™ dynamic enabler tool.

**Background - the Data Sharing Project**

In recognition of the benefits for health information to be shared both for care delivery and service planning, work is underway to develop a regional data repository for primary and secondary data. When developed, this repository will be governed by a Data Stewardship group, working within the standards of an agreed Data Sharing Framework. The Programme Manager will be responsible for convening and supporting this group.

The Programme Manager will be responsible for successfully implementing the data repository by working with healthAlliance and members of the two greater Auckland Alliances. Implementation includes “standing up” of the platform, establishment and ongoing development of necessary data flows, development of reporting capability and ensuring appropriate privacy and security requirements are met. They will convene and support a Data Custodian group which will provide technical expert knowledge.

**PLACE IN THE ORGANISATION**

**Clinical Pathways Programme Team**
# NATURE AND SCOPE OF RESPONSIBILITIES

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<th>Key Accountabilities</th>
<th>Standards / Achievements</th>
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| Programme Management                     | • Accountable for the development of a programme plan in consultation with the Sponsors and Clinical Pathways Steering Group  
• Responsible for execution of the programme plan on time and within budget. 
• Develop and implement programme management control processes to review and track programme risks, issues, deliverables and dependencies etc. 
• Manage the day-to-day operational aspects of the programme and escalations 
• Work with the Sponsors to ensure all aspects of the programme are effectively managed 
• Escalate programme and project risks, issues and dependencies as required. |
| Reporting                                 | • Prepare accurate reporting for the programmes that includes:  
  o Programme status and an overall update that details current progress against the programme plan/ milestones 
  o Current benefit realisation against benefit realisation plan 
  o Issues, risks and dependency reporting and reporting on the progress towards mitigating them 
  o Programme status against milestones and deliverables 
  o Programme status against budget. |
| Financial and benefits management         | • Manage the programme budgets  
• Development of benefits map and benefits realisation plan that schedules benefits and measure activities  
• Benefit reviews are compared against plan |
| Assurance                                 | • Provide information as requested for programme reviews, audit, evaluation, and quality assurance (internal and external). |
| Change Management and Communication      | • Ability to work positively with a full range of individuals and groups involved in the programmes of work  
• Consults and engages with key stakeholders both internal and external throughout life cycle of programme  
• Manage relationships with stakeholders who have an interest in the programmes  
• Determine stakeholder analysis to inform leadership and influence outcome/programme goals  
• Support and coach members of each team to build capable project delivery |
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| Work with communications support within each stakeholder organisation (DHBs and PHO’s) to develop and implement a communications plan | • Work with communications support within each stakeholder organisation (DHBs and PHO’s) to develop and implement a communications plan  
• Work with and engage a variety of clinicians and managers and other professionals to drive change  
• Work with and engage consumer champions to ensure the voice of the patient is incorporated into design and implementation of deliverables  
• Manage difficult situations and support collegial decision making where appropriate  
• Set and continually manage programme expectations with team  
• Barriers are understood and actions are put in place to address with urgency  
• Manage Staff  
• Communicate in an open and transparent way to ensure aspects such as risks, issues and dependencies are identified and managed effectively.  
| Manage Staff                                  | • Provide leadership and support for team members maintaining high staff morale and engagement  
• Personally role model leadership behaviour  
• Coach team members and engender commitment, contribute to performance management and development of team members  
• Manage performance issue as required  
• Ensure all team members are fully informed of all issues and information required for them to maintain optimal performance  
| Health & Safety                               | • Health & Safety policies and read and understood and relevant procedures applied to own work activities  
• Workplace hazards are identified and reported including self-management of hazards where appropriate  
• Can identify health and safety representative for the area  
| Cultural Safety                               | • Respect, sensitivity, cultural awareness is evident in interpersonal relationships  
• Our cultural differences are acknowledged by respecting spiritual beliefs, cultural practices and lifestyle choices  

Position description: Counties Manukau Health
COMMUNICATION AND INTERPERSONAL SKILLS

Will be required to interact on a regular basis with a range of senior stakeholders including:
- Counties Manukau District Alliance Leadership Team
- Auckland and Waitemata District Alliance Leadership Team
- Northland District Health Board ELT
- Metro-Auckland Clinical Governance Group and Northland equivalent
- Care Connect Governance Group
- Clinical leaders
- Primary care clinicians and general practice staff
- Hospital clinical staff
- PHO CE’s, clinical directors and other PHO staff
- healthAlliance staff
- Consumer Advisory Groups and Consumer Champions
- Relevant vendors supply IT enablers (in particular Streamliners and NEXXT™)

Externally there may be contact with:
- NZ Health IT Board
- Ministry of Health
- Treasury

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

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

PROBLEM COMPLEXITY

The Programme Manager will be required to manage these programmes of work within a complex stakeholder environment with competing priorities, requirements, and in doing so will be required to develop and build effective relationships with a diverse group of stakeholders.

The clinical pathways programme of work is a relatively new programme and therefore systems and processes need to be established for the effective management of the programme.

There will be a requirement to be able to prioritise issues and negotiate time frames, while still providing a quality service.

There will be demands to meet deadlines, maintain accuracy and quality of information.

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

SCOPE FOR ACTION

The Programme Manager will be empowered to make decisions or recommendations as agreed with the sponsor. He/she will be encouraged to use initiative and problem solving skills to develop innovative approaches to issues.

Discretion is required to be exercised in releasing confidential information to the appropriate parties.

The Programme Manager will be expected to be aware of own knowledge/experience gaps and to seek guidance from the programme sponsors when appropriate.
DIMENSION OF THE POSITION

Will be responsible to the GM Integration, Franklin Locality and Clinical Pathways Programme Sponsor for the achievement of agreed objectives and operate within the confines of Counties Manukau District Health Board as host on behalf of the two metro-Auckland district alliances and Northland District health Board.

POSITIONS REPORTING IN THIS ROLE (numbers)

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<tr>
<td>Directly</td>
<td>2.5 FTE Portfolio Managers and .6 FTE Clinical Editors</td>
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<tr>
<td>Indirectly</td>
<td>May assume responsibility for the work of portfolio managers associated with specific projects.</td>
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PERSON SPECIFICATIONS (requirements for the role)

| Programme Management including Assurance | • Formal qualification in project management (e.g. Prince2, MSP etc.)  
| | • Practical experience and proven track record in successful project and programme management  
| | • Knowledge of programme and project management techniques and tools.  
| | • Previous experience managing a successful programme and / or project of work in the health sector |
| Reporting | • Practical experience in reporting on progress to Programme governance |
| Financial Management | • Tertiary qualification or practical experience in budget management and financial reporting |
| Change Management and Communication | • Diplomatic and effective communicator including at Governance, Executive Management, clinical and operational levels of a healthcare environment  
| | • Effectively communicates relevant programme information.  
| | • Delivers informative and well-organised presentations.  
| | • Resolves and / or escalates issues in a timely fashion.  
| | • Understands how to communicate difficult / sensitive information tactfully |
| Staff management | • Demonstrate strong people management skills across diverse personality types |
| Technical Understanding | • Possesses high level understanding of health care and in particular primary care and implementing change. |
| Personal qualities | • Comfortable operating in ambiguity and working across matrix structures  
| | • Highly developed skills in people and change management, operational management, leadership and with a strategic focus  
| | • Attention to detail |
HEALTH AND SAFETY ACCOUNTABILITIES (Management roles)
Health and Safety (H&S) is a key accountability of all Counties Manukau Health (CM Health) staff.

All CM Health Managers are responsible to:

| Zero harm | • Engage in safe workplace practices and manage the health and safety of your employees and other people in the workplace  
|           | • Engage in safe work practices  
|           | • Ensure all Incidents involving staff are reported, investigated and any corrective actions are completed and closed off when completed in the Incident reporting system in line with CM Health Policies and Procedures  
|           | • Ensure all corrective activities are completed and controls are reviewed after incidents  
|           | • Ensure all staff are Inducted/Oriented to the division/service/work area and recorded in the OneStaff database and participate in Occupational Health and Safety matters |
| Risk management | • Manage all hazards, risks and incidents in the workplace by identifying, evaluating, reporting and controlling them effectively by maintaining a Hazard and Risk Register that is reviewed and kept up to date on an ongoing basis  
| | • Stop work where there is an immediate risk of serious harm and escalate to the appropriate manager  
| | • Maintain Occupational Health of employees due to workplace hazardous exposures |
| Safety Management System Requirements | • Ensure you and the employees understand and follow CM Health’s Occupational Health and Safety policies and Health and Safety regulations, what your responsibilities are under the policies and implement these requirements effectively into your work area  
| | • Manage the work area’s risk profile and how these relate to the corporate risk profile and implement and resource mitigation controls  
| | • Engage your employees to participate in Occupational Health and Safety matter. |
| Work safely | • Report for duty in a fit state, free from the influence of alcohol or other drugs  
| | • Provide and wear the necessary Personal Protective Equipment for yourself and your staff when undertaking specific activities, or when in nominated areas  
| | • Ensure procedures are in place for clinical and plant equipment to be operated safely  
| | • Participate in relevant safety training, manage and maintain safety related competencies for yourself and your employees  
| | • Be in possession of required and current Certificates of Competency (If relevant to your position) |