
Position Description

Director, Māori Health Services

Metro Auckland District Health Boards

Introduction

The Boards of the Auckland, Counties Manukau and Waitemata DHBs have recently decided to integrate governance, leadership and planning arrangements for Māori health across the three DHBs (the metro Auckland DHBs). A single Board committee, the Māori Health Advisory Committee (MHAC), is being established to provide joint governance for Māori health across the metro Auckland DHBs.

As part of these changes, Dr Dale Bramley, CEO of Waitemata DHB, has assumed a leadership role, including full managerial oversight and delegated authority, for Māori health for the metro Auckland DHBs.

The position of Director, Māori Health Services, has been established by Dr Bramley as part of his Executive Leadership Team (ELT) and will support him in his leadership role across the metro Auckland DHBs. This will involve working closely with the CEOs of the Auckland and Counties Manukau DHBs and their respective ELTs.

An early task for the incumbent of the position will be to develop options for improving the management of Māori health issues across the metro Auckland DHBs. The options will be discussed with MHAC, CEOs of the Auckland and Counties Manukau DHBs, and other relevant parties before a preferred option is approved and implemented.

Present management arrangements remain in place unless and until such a change occurs.

Overview

Job Title	Director, Māori Health Services
Department	Māori Health Services Directorate
Location	Located in Waitemata DHB, but operates across Auckland, Counties Manukau and Waitemata DHBs (metro Auckland DHBs)
Reports to	CEO, Waitemata DHB (as lead for Māori health across metro Auckland DHBs)
Direct reports	Māori health provider teams across metro Auckland DHBs

Key relationships

Internal

Chief Advisor, Tikanga
Executive team members across the metro Auckland DHBs
Clinical leaders across the metro Auckland DHBs
Māori health teams across the metro Auckland DHBs
Funding and outcomes teams across the metro Auckland DHBs

External

Ministry of Health
Tumu Whakarae
Māori health leaders
Iwi and manawhenua leaders
Māori service providers
PHOs

Purpose of position

The position of Director, Māori Health exists to lead or support activities of the metro Auckland DHBs to improve health outcomes for Māori, by:

1. Recognising and respecting the principles of the Treaty of Waitangi and their application to the work of the metro Auckland DHBs, including relationships with manawhenua and Maori organisations on health issues
2. Supporting the CEO of Waitemata DHB in his leadership role for Māori health across the metro Auckland DHBs
3. Leading an integrated approach to Māori health issues within the metro Auckland DHBs and across the Auckland health system more generally, working closely with the CEOs of the Auckland and Counties Manukau DHBs and their respective ELTs
4. Leading the planning processes for the funder/outcomes and provider arms of the metro Auckland DHBs with respect to Māori health and ensuring these are purposeful, targeted and joined up
5. Ensuring that initiatives to promote Māori health gain are evidence-based, prioritized and systematically measured and evaluated
6. Working alongside the Chief Advisor Tikanga to provide clear advice to Boards and leadership teams on matters relating to the Treaty of Waitangi
7. Leading the commitment by the metro Auckland DHBs to increase the Māori health workforce and leadership, both across the metro Auckland DHBs and the wider Auckland health system
8. Leading the commitment by the metro Auckland DHBs to patient and whanau-based support, especially for those who are vulnerable

Metro Auckland DHB values

As a senior leaders working across the metro Auckland DHBs, the Director, Maori Health Services, is expected to model and champion the values of the metro Auckland DHBs.

Auckland District Health Board

Welcome *Haere Mai* | Respect *Manaaki*
Together *Tūhono* | Aim High *Angamua*

Counties Manukau Health



Waitemata District Health Board



Key tasks

TASK	EXPECTED OUTCOMES
<p>Strategic leadership in Māori health</p> <p>Provides strategic guidance and leadership on Māori health for governance, management and clinical leaders.</p>	<p>Boards and Executive Leadership Teams</p> <ol style="list-style-type: none"> 1. With the Chief Advisor Tikanga, guide Board, CEO and Executive Leadership Team governance of the metro Auckland DHBs' Treaty-based relationship with manawhenua. 2. Provide strategic leadership and organisation performance guidance to ELTs on how the metro Auckland DHBs are impacting on Māori health and provide recommendations for improvement, including ELT KPIs. 3. Where agreed and required, implement projects to improve service design and delivery for Māori. 4. Provide whole of healthcare system leadership in association with funding and outcomes teams. Work across the healthcare system to provide advice on how Māori health objectives can be achieved. 5. Provide public information on how the metro Auckland DHBs are impacting on Māori health. 6. Provide whole of organisation leadership and advocacy for accelerating Māori health gain. 7. Work across clinical and managerial leadership teams to ensure Māori health priorities are reflected in service design and delivery.
<p>Māori health outcomes</p> <p>Provide quantitative, qualitative information and advice on how the health care system is impacting on Māori.</p>	<ol style="list-style-type: none"> 1. The metro Auckland DHBs will be seen as being at the forefront of improving Maori health and reducing Maori health inequalities in New Zealand 2. Working alongside funding and outcomes teams, produce annual and strategic planning documents and advice for the metro Auckland DHBs on Māori health. 3. Ensure appropriate consultation and engagement takes place with both internal and external stakeholders. 4. Measure and report on the impact of services on Māori health. 5. In consultation with key stakeholders, publish information on Māori health gain across the metro Auckland DHBs. 6. Provide governance on Māori health research. 7. Ensure the metro Auckland DHB governance and consent

TASK	EXPECTED OUTCOMES
<p>Māori health workforce Increase the number and retention rate of Māori in the healthcare system pipeline.</p>	<p>Recruitment and retention</p> <ol style="list-style-type: none"> 1. Increase Māori health workforce supply and retention. 2. Increase the proportion of Māori employed and working in the metro Auckland DHBs to more closely reflect the region's population. 3. Support the Chief Advisor Tikanga to increase the metro Auckland DHBs' responsiveness to Māori culture and tikanga. 4. Support the Chief Advisor Tikanga to implement and sustain the delivery of tikanga training that improves the cultural responsiveness of all metro Auckland DHB staff to Māori patients, their whānau and communities. 5. Support line managers and clinical leaders to get the best out of their Māori staff by providing coaching, mentoring and leadership support to grow Māori leadership potential across the metro Auckland DHBs. <p>Workforce Innovation</p> <ol style="list-style-type: none"> 6. Work with other parts of the metro Auckland DHBs to implement evidence-based initiatives and innovations to increase the employment, retention and successful leadership aspirations of the Māori health workforce. 7. Ensure all relevant KPIs are met.
<p>Whānau Ora services to hospital inpatients</p>	<ol style="list-style-type: none"> 1. Provide patient and whānau ora centric services to Māori patients and their whānau who are admitted to hospital. 2. Provide whānau ora centric support that improves whānau experience of healthcare and increases their resilience to better manage their healthcare. 3. Provide evidence and regular reporting on the volume, quality and impact of services on Māori patients and their whānau experience. 4. Work alongside clinical and management leaders to improve their practice in responding to the needs of Māori. 5. Ensure all relevant KPIs are met.

TASK	EXPECTED OUTCOMES
Workplace health and safety	<p>Contribute to a safe and healthy workplace by:</p> <p>All managers</p> <ul style="list-style-type: none"> • Following, implementing, monitoring and ensuring compliance with all Health and Safety policies and processes. • Timely escalation of issues as required. • Planning, organising and managing Health and Safety activities directed at preventing harm and promoting wellbeing in the workplace. • Ensuring safe working environments and practices through the Safe Way of Working Health and Safety system. • Early and accurate reporting of incidents at work and raising issues of concern when identified. <p>All employees</p> <ul style="list-style-type: none"> • Following and complying with Health and Safety policies and processes and applying them to work activities, including using/wearing personal protective equipment as required. • Participating in activities directed at preventing harm and promoting well-being in the workplace. • Identifying, reporting and self-managing hazards where appropriate. • Early and accurate reporting of incidents at work and raising issues of concern when identified.

Competencies

COMPETENCY	DESCRIPTION
<p>Communication and interpersonal skills</p>	<p>The Director, Māori Health will have a high level of verbal and non-verbal communication skills and be skilled at managing complex relationships and experienced in stakeholder management. This includes being proficient in te reo and knowledgeable of tikanga and its application to health care practice.</p> <p>Critical to the role is having the communication and interpersonal skills to be able to represent and advocate for the statutory responsibilities of the metro Auckland DHBs to improve Māori health and to be able to act as a bridge between manawhenua and matāwaka and the metro Auckland DHBs.</p> <p>Situations may often call for tact and diplomacy and will require information to be handled in a discreet and sensitive manner. In conflict situations, it will be necessary to exercise sound judgement and successfully apply negotiation and influencing skills.</p>
<p>Managing complexity</p>	<p>The Director, Māori Health will be regularly challenged by a wide range of competing issues. The role requires an ability to prioritise issues and negotiate timeframes, while still providing a quality customer service. This role also requires an ability to persuade others to give priority to Māori health issues.</p> <p>The range of problems will be diverse and require solutions customised to meet the circumstances of the client. Therefore opportunities will arise to provide innovative options to the client based on proven outcomes. This role will often be required to negotiate an optimal fit between the organisation's objectives and what is feasible for improving Māori health.</p> <p>There will be demands to meet deadlines, maintain accuracy and quality of information. Failure to do so could impact on the organisation in terms of missing opportunities to improve the healthcare experience of Māori, equipping staff and healthcare providers with the necessary tools to improve Māori access to health and not developing enough Māori staff to be more responsive to Māori health.</p> <p>The General Manager will refer to the Director, Strategic Development and other members of the Executive Leadership Team among others for advice or second opinions.</p>

COMPETENCY	DESCRIPTION
Scope for action	<p>The General Manager, Māori Health is empowered to make decisions or recommendations relating to the planning and execution of Māori health activities, events and tasks that are consistent with the aims or projects of the metro Auckland DHBs. The Director is expected to take initiative and apply problem solving skills to develop innovative approaches to issues.</p> <p>It is expected that the utmost good judgement and discretion will be exercised in releasing confidential information.</p>
Dimensions of the position	<p>The Director is responsible to the CEO, Waitemata DHB for the key tasks and outcomes set out above and for specific agreed objectives. National and regional Māori health contributions will be agreed as they are confirmed within the appropriate national and regional accountability structures.</p>

Person specification

	MINIMUM	PREFERRED
Qualification	<p>A high quality tertiary degree.</p> <p>Evidence of continuous learning and professional development.</p>	<p>Postgraduate degree or qualification in health or a health-related field.</p> <p>Evidence of continuous learning and professional development in public health/population health with an emphasis on inequalities and improving equity.</p>
Experience	<p>Three years or more in a general management or senior clinical role in a large and complex organisation.</p> <p>Experience working on Māori service delivery issues, directly and/or indirectly, including operational policy development experience to inform implementation and/or service delivery improvement.</p> <p>Knowledgeable about how communications can support an organization or business implementation of Māori health improvement goals.</p> <p>Knowledgeable about Māori health and other service-based industries that are responsive to Māori health issues.</p> <p>Knowledgeable about how healthcare systems work.</p> <p>Evidence of keeping such knowledge up to date.</p>	<p>Five years or more in a general management or senior clinical role in a large and complex organisation concerned with health-related services and/or service delivery to Māori.</p> <p>Experience in managing contracting, planning and funding health services for Māori or other groups.</p> <p>Seasoned expert in managing/ coordinating complex stakeholder relationships, e.g. with iwi or manawhenua concerning Treaty or Treaty -related issues, with DHBs or PHOs concerning the delivery of health services.</p> <p>Experienced in developing innovative channels for improving Māori health.</p> <p>Highly knowledgeable about general health industry trends, including issues and challenges for Māori health improvement.</p> <p>Actively engaged in structured workforce and leadership development for Māori health.</p> <p>Deep understanding of the nature of the relationship between the Crown and Māori under the Treaty of Waitangi.</p>

	MINIMUM	PREFERRED
Skills/Knowledge/ Behaviour	<p>Excellent communication skills both written and oral.</p> <p>Some proficiency in Te Reo.</p> <p>Experienced tikanga practitioner.</p> <p>Excellent presenter and public speaker.</p> <p>Excellent customer service focus.</p> <p>Highly developed business planning, funding, contract management skills.</p> <p>Financially literate at an executive level.</p> <p>Able to interrogate information quickly and accurately and provide trusted and sound advice to influence decision makers.</p>	<p>Expert Te Reo and tikanga practitioner in multiple Māori cultural and organisation contexts.</p> <p>Expert team leadership and customer relationship skills that influence and make an impact and can effectively transform teams.</p> <p>Expert influencer of business planning cycles that shift resources to areas of high priority.</p> <p>Trusted advisor to senior decision-makers.</p>