

# Position Profile | Te Whakatūrangā ō Mahi Te Whatu Ora | Health New Zealand

**Te Whatu Ora**  
Health New Zealand

<b>Title</b>	Manager, Community and Whānau Wellbeing – Waikato, Taupō		
<b>Reports To</b>	Kaitātaki   Group Manager Community and Whānau Wellbeing - Te Manawa Taki		
<b>Location</b>	Te Manawa Taki Region		
<b>Business Group</b>	National Public Health Service (NPHS)		
<b>People</b>	<b>Direct Reports:</b> 3-8	<b>Indirect Reports:</b> 20-60	
<b>Budget</b>	<b>Opex:</b> H	<b>Capex:</b> Nil	
<b>Delegated Authority</b>	<b>HR:</b> Yes	<b>Finance:</b> Yes	
<b>Job Band</b>	<b>SP24</b>	<b>Tier</b>	5
<b>About the Role</b>	<p>The primary purpose of the role is to:</p> <ul style="list-style-type: none"> <li>• Achieve improved public health outcomes by leading teams of multi-skilled professional promotion, prevention and public health nursing (where applicable) in a new way of working that puts whānau at the centre and is aligned with and will deliver Pae Ora.</li> <li>• Support innovation and new ways of working to enable the realisation of Pae Ora – this includes providing leadership in driving a culture of permission giving, connection, continuous improvement and strong partnership with communities and partners.</li> <li>• Lead the teams to deliver equity, prioritise and achieve Te Tiriti aspirations of iwi and Māori communities through quality health promotion and prevention services across local areas.</li> <li>• Supports Tiriti partners in the local area to lead, guide and influence the team of teams to advance their aspirations.</li> <li>• Fosters positive relationships with Iwi Māori Partnership Boards and Localities that ensure their priorities are central to the NPHS work programme.</li> <li>• Maintain effective intersectoral and iwi Māori relationships across the local area and support the teams to engage effectively with community and whānau through different settings and approaches.</li> <li>• Lead the local delivery of the NPHS prevention and promotion programmes and support team members in contributing to the delivery of local, regional and national mahi.</li> <li>• As the transition to the new system is currently underway, organisational design and implementation work will be on-going. This role supports the implementation of the NPHS regional operating model and leads their team through the associated change processes.</li> <li>• Work alongside leadership to deliver the organisational priorities of Te Whatu Ora/Health NZ, meeting performance requirements and to drive continuous improvement in processes and practices within the team.</li> <li>• Be able to undertake a lead CIMs role in an outbreak or other public health emergency.</li> </ul>		
<b>Organisational Impact</b>	<p>Giving effect to the strategic health outcomes of Te Whatu Ora by providing leadership that builds sustainability, resilience and meaningful culturally safe connections, capabilities, assets, and services with the good of the New Zealand Public Health System in mind, now and for the future.</p> <p>The primary organisational impact outcome sought from this position is that NPHS Promotion and Prevention Services achieve equity; are effective in addressing the needs of communities and whānau and are delivered in partnership with Iwi and Māori communities by a Tiriti dynamic and culturally responsive workforce.</p>		

Key Result Areas	Expected Outcomes (Role specific)
<b>Lead a team of teams to deliver promotion and prevention public health services across the region</b>	<ul style="list-style-type: none"> <li>A high performing team is enabled to deliver innovative, high-quality promotion and prevention public health services for communities and whānau.</li> <li>Nationally designed promotion and prevention programmes are implemented appropriately across the local area to the regional plan.</li> <li>Te Tiriti aspirations of Iwi and Māori communities are prioritised and achieved within promotion and prevention across the local area.</li> <li>The public health nursing team (where applicable) and programme of work is supported to work in an integrated way with health promotion and other prevention services.</li> <li>Whānau and community value the services provided by the teams.</li> <li>Risks are identified, mitigation plans are developed and implemented, and risks are escalated as required.</li> <li>All staff have professional development plans and are supported in meeting them.</li> </ul>
<b>Key Initiatives</b>	<ul style="list-style-type: none"> <li><i>Under the leadership of the Kaitātake (Group Manager) Community and Whānau Wellbeing, deliver the local area annual business plan for promotion and prevention services, including immunisation and screening (where applicable)</i></li> <li><i>Meet all deliverables and explain variances with evidence and risk mitigations</i></li> <li><i>Implement and monitor the team plans for effectiveness and achievement of equity of outcomes</i></li> <li><i>Establish effective working relationships with locally-based Public Health Medicine Specialists, Clinical Partners, and the Clinical and Professional Leadership Team.</i></li> <li><i>In partnership with the Regional Clinical Director Nursing, ensure public health nursing works collaboratively with the local Community and Whānau Wellbeing teams</i></li> <li><i>Working to the regional people development plan, identify and support the professional development needs of the team, including to support achieving workforce equity goals of NPHS.</i></li> </ul>
<b>Develop and maintain relationships with internal and external partners and stakeholders</b>	<ul style="list-style-type: none"> <li>Collaboration, thought leadership, team spirit and influence positively supports the team, including to deliver culturally appropriate and effective deployment that enables effective engagement with whānau and communities.</li> <li>Our Tiriti partners in the local area are supported to lead, guide, and influence the team of teams to advance their aspirations.</li> <li>Influencing skills enable cross team collaboration and working across multiple stakeholders in policy and delivery.</li> <li>Stakeholder engagement across the local area supports the teams to engage effectively across health, social services, Local Government, and NGO sectors.</li> <li>Positive relationships are fostered with Iwi Māori Partnership Boards and Localities that ensure their priorities are central to the work programme.</li> </ul>
<b>Key Initiatives</b>	<ul style="list-style-type: none"> <li><i>Meet kanohi ki te kanohi with Tiriti partners in the local area regularly.</i></li> <li><i>In collaboration with the Health Protection and Compliance team, and working to the regional stakeholder plan, implement a programme of engagement across health, social services, Local Government, Māori and Pacific NGOs.</i></li> <li><i>Regularly report on Localities relationships and support provided for Iwi Māori Partnership Boards.</i></li> <li><i>In collaboration with Regional Prevention and Promotion Development and Delivery leads, as well as colleague Managers, Community and Whānau wellbeing, develop and mentor key subject matter and programme experts across regional promotion and prevention leaders to ensure strong functional working relationships with national programme leads.</i></li> </ul>
<b>Public Health Service Leadership</b>	<ul style="list-style-type: none"> <li>Mentoring, advice, and learning is provided to enable the teams to deliver equity across the programme of public health work.</li> <li>Build the capability of the public health workforce to be anti-racist, pro-equity, culturally safe and Tiriti dynamic.</li> <li>Local area issues and opportunities are identified and explored at the leadership table to assist problem resolution, encourage innovation, and manage risk.</li> <li>Models courage, integrity and ethics in decision making, and caring for all in fostering a culture of compassion, innovation, and excellence in implementation.</li> </ul>

<b>Key Initiatives</b>	<ul style="list-style-type: none"> <li>Identify and develop staff for leadership with a focus on the workforce equity goals of NPHS.</li> <li>In collaboration with offices of Kaitaki Mana Whakahaere and Pacific Regional Lead, support, and mentor the district workforce to deliver culturally appropriate and accessible services for Māori and Pacific communities and whānau.</li> <li>Develop a tikanga workforce as partners to the clinical workforce.</li> <li>Engage with Tangata Whaikaha representatives to ensure the team of teams understand the needs of and deliver promotion and prevention services that are effective for this community.</li> <li>Lead regional and local area cultural competence and Te Tiriti dynamic development programmes jointly with Kaitaki Mana Whakahaere and Pacific Equity Lead teams.</li> </ul>
<b>Manage the local NPHS office(s)</b>	<ul style="list-style-type: none"> <li>Ensure compliance with all workplace health and safety regulations.</li> <li>Work with the Kaiwhakahaere Umanga (Group Manager Strategy and Operations), or delegate, to ensure all financial and operational requirements are met.</li> <li>Identify, manage and/or mitigate any workplace risks.</li> <li>Support all local NPHS staff with manaaki and tautoko as required in partnership with their line manager.</li> </ul>
<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>Support effective public health emergency risk reduction, readiness, response, and recovery across the regional service.</li> <li>Hold a CIMS lead role in outbreaks and other responses when required.</li> <li>Support the systems and processes required in an outbreak or event.</li> <li>At times, all staff may be expected to respond and return to work to assist in an emergency situation to: <ul style="list-style-type: none"> <li>Protect the health of the affected population</li> <li>Contribute to the development and implementation of emergency and incident response plans</li> <li>Enable the provision of business continuity of the service</li> <li>Participate in rosters to ensure work coverage during emergency events and recovery.</li> </ul> </li> </ul>

<b>Key Result Areas</b>	<b>Expected Outcomes for all Te Whatu Ora Leaders</b>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>Lead a culture that enables employees to learn and grow to deliver responsive and trusted services, ensuring career growth and development, and supporting Te Whatu Ora to be seen as a preferred employer.</li> <li>Act as an ambassador for the values and behaviours of the desired organisational culture, Te Mauri o Rongo<sup>1</sup>, ensuring unification of diverse individuals and teams whilst supporting positive local cultures to be retained and strengthened, and driving performance through effective teamwork and empowerment to achieve current and future service delivery.</li> <li>Leads and develops the team so Te Whatu Ora has the skills and performance outcomes it requires now and for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities, and others.</li> </ul>
<b>Strategic Health Outcomes</b>	<ul style="list-style-type: none"> <li>Works collaboratively with other business units and across sectors, to collectively contribute to the strategic health outcomes outlined in the Pae Ora (Healthy Futures) Act 2022<sup>2</sup>.</li> <li>Te Tiriti o Waitangi – is focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori. Support tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery, and monitoring of health care. Actively support kaimahi</li> </ul>

<sup>1</sup> Health Charter, once developed

<sup>2</sup> The explicit purpose of Act is to: protect, promote, and improve the health of all New Zealanders; achieve equity in health outcomes among New Zealand's population groups, including by striving to eliminate health disparities, in particular for Māori; and build towards pae ora (healthy futures) for all New Zealanders.

	Māori by improving attraction, recruitment, retention, development, and leadership, and te ao Māori is reflected in all that we do.
<b>Planning, direction, and operational management</b>	<ul style="list-style-type: none"> <li>Think, plan, and act strategically. Engage the local area teams in the vision and position Promotion and Prevention Services that are focussed on Community and Whānau to meet current and future needs.</li> <li>Implement strategies, plans and frameworks for the team, function, or business unit performance, and drives performance and delivery against objectives.</li> <li>Ensure annual plan implementation, monitoring and reporting, and budget and resource management meets all agreed standards and KPIs set by the Kaitāki Community and Whānau Wellbeing.</li> </ul>
<b>Achieving Equitable Outcomes</b>	<ul style="list-style-type: none"> <li>Role-models a change in the way we work to improve health outcomes, equity for Māori, as well as Pacific, Whāikaha, and other groups, that achieves the goals of Pae Ora.</li> <li>Leads the team's equity commitments to achieve Pae Ora and the KPIs of Immunisation and Workforce Equity.</li> <li>Develops a culturally safe workforce, reflecting our diverse community, and better understanding own cultural perspectives to bring awareness and how this may unconsciously impact interactions and service delivery, to advance work across a range of social contexts. Including, to partner effectively with Te Aka Whai Ora and Manatū Hauora in advancing Māori health aspiration and outcomes.</li> </ul>
<b>Collaboration and Relationship Management</b>	<ul style="list-style-type: none"> <li>Builds mutually beneficial partnerships internally and externally with inter-dependent stakeholders across different organisational and community representation including hapū and Iwi, required to achieve sustainable performance outcomes.</li> <li>Work with peers in Te Aka Whai Ora and Pacific Health Business Unit, and others, to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services.</li> <li>Role models effective team player behaviour and works to support inclusive, productive interactions and service delivery by actively breaking-down silo thinking and behaviour, especially at decision making level, to allow for best work. Collegially supports others to do the same.</li> </ul>
<b>Health &amp; Safety, Compliance and Reporting</b>	<ul style="list-style-type: none"> <li>Takes all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes.</li> <li>Ensures active management and compliance with all relevant statutory, safety and regulatory requirements applicable to the team.</li> <li>Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place.</li> <li>Understands, and operates within the financial and operational delegations of their role, ensuring peers and team members are also similarly aware.</li> </ul>

## Key Relationships

### Internal

- Managers Community and Whānau across the Region
- Team Leads, Health Protection and Compliance
- Clinical and Professional Leadership Team
- Public Health Physicians based in local area and Clinical Partners
- Regional Prevention and Promotion Development and Delivery Leads
- Kaitaki Mana Whakahaere
- Pacific Equity Lead

### External

- Locality Leads
- Iwi Māori Partnership Boards
- Local Te Whatu Ora Leadership
- Local Te Aka Whai Ora Leadership
- Local Tangata Whāikaha Leadership
- Pacific communities and leaders
- District and Regional Councils
- NGOs and providers

Essential Requirements	
Experience	<ul style="list-style-type: none"> <li>Has proven experience in public health leadership and leading Māori and/or Pacific teams.</li> <li>Proven relationships with iwi/hapū and/or Pacific communities and leaders.</li> <li>Minimum 5 years in varied environments with responsibilities for achieving equitable health outcomes and responsiveness to Te Tiriti o Waitangi.</li> <li>Successful experience creating a team culture in which people proactively try innovative approaches, learn, develop and find ways to continuously improve in their area of expertise.</li> </ul>
Knowledge, Skills, and Attributes	<ul style="list-style-type: none"> <li><b>Pae Ora &amp; Te Tiriti o Waitangi</b> - demonstrates an understanding of Pae Ora (Healthy Futures) Act 2022, the significance, and obligations of Te Tiriti o Waitangi, including how to give effect to these expectations in a meaningful way, and the commitments to equity and priorities of Wai2575. Have an appreciation of cross-cultural matters, including knowledge of tikanga Māori (or a willingness to learn).</li> <li><b>Leadership and management</b> – ability to think, plan and act strategically and to connect with and inspire people to build a highly motivated and engaged workforce. Demonstrates inclusive leadership and management skills able to maximise the quality and contributions of individuals and teams to drive outcomes.</li> <li><b>Communication and relationship effectiveness</b> – demonstrates mature communication and interpersonal skills, including the ability to write and present in a clear, persuasive, and impactful way, to influence others to embrace change, and to develop, unify and maintain strong internal and external relationships essential for achieving sustainable outcomes.</li> <li><b>Planning and direction</b> – has the ability to maintain oversight of work responsibilities, to identify business / project requirements, to develop / contribute to strategies, to plan, prioritise, delegate, and organise work to deliver on short and long-term objectives across the breadth of the role.</li> <li><b>Operational management</b> – has the ability to monitor and analyse performance to ensure the quality of work, identify areas of improvement, problem solve, and make sound decisions to achieve goals.</li> <li><b>Continuous improvement</b> – demonstrates an openness to the views of others, and an ability to model an agile<sup>3</sup> approach that creates a culture where individuals at all levels bring their ideas and issues for constructive debate and finding improved ways forward. Has networks to support current knowledge of leading practices.</li> <li><b>Dealing with ambiguity</b> – demonstrates is comfortable with change and uncertainty.</li> <li><b>Financial management</b> – has a solid understanding of financial management, including budgeting and cost management.</li> <li><b>Compliance and risk management</b> - demonstrates an understanding of organisational risk and compliance, legal and regulatory requirements regarding relevant regulations and standards in New Zealand, to ensure compliance with these requirements.</li> </ul>
Education	<ul style="list-style-type: none"> <li>A bachelor's degree in relevant field or comparable experience working at a senior leadership level.</li> </ul>
Registrations and Certificates	Not applicable