

Position Description | Te whakaturanga ō mahi Health New Zealand | Te Whatu Ora

Title	Regional Chief Delivery Officer, Community and Hospital			
Reports to	Chief Executive Officer			
Location	Can be based anywhere within the respective region			
Department	Delivery Leadership			
Direct Reports	8-10		Direct Reports	TBC
Budget Size	Opex	Budget Size	Capex	
Delegated Authority	HR	Delegated Authority	Finance	
Date	March 2025			
Job band (indicative)	Exec 4			

Health New Zealand is a delivery organisation. The fundamental function of this role is a relentless focus on the delivery of more and better health services to communities and patients. As resources are moved closer to our patients, families and communities waiting times are expected to rapidly decrease, access increase and the quality of care delivered improve. These changes need to occur within an environment that maximises the value obtained from all expenditure and that lives within budgets allocated.

Key elements expected of this role are:

- Accelerated devolution of decision making to local areas, bringing resources and decision making as close to communities as possible.
- Enhanced clinical partnerships with full involvement and engagement with the clinical workforce to help shape the way the organisation will operate with all critical recommendations being made within a clinical quality frame of reference.
- Enhanced productivity to maximise patient access and increase the value we provide from our existing resources.
- Clearer accountabilities for all management and staff to achieve more timely access for our patients.
- Improved workplace safety.

About the role

This role reports to the Chief Executive of Health New Zealand | Te Whatu Ora. The purpose of this role is to implement the Government's national priorities for health and wellbeing of New Zealanders for the region they are delegated to lead. This role is a delivery and implementation leadership role and must ensure that the health and wellbeing priorities of the Government are effectively operationalised for populations living in the region within the resources delegated and/or devolved to this role.

The primary responsibilities for the role are:

- **Delivery against health targets:** Deliver measurable improvements in the short term across all key metrics outlined in the Government's health targets. This includes lifts

in performance in relation to new volumes-based measures for the wait times targets for first specialist assessments and elective treatment.

- **Delivery of an Electives Boost:** Implement initiatives to urgently lift the volume of surgeries to reduce the elective treatment wait list.
- **Reporting on health targets and production plans:** Implement a regime of daily public reporting on emergency department wait times and explore real-time reporting options. Each region is to have a production plan detailing volumes and costs and then implement these plans.
- **Implement across their regions faster access to primary care** and partner with PHOs, non-government organisations and the community sector, and private sector to maximise delivery for New Zealanders, with an unrelenting focus on improving outcomes and achieving results.
- **Operational delivery, people leadership and accountable for the performance of care** provided by the publicly employed and commissioned hospital and specialist network across the region.
- **Influence the planning and delivery of contracts and services** to ensure maximisation of health outcomes for New Zealanders excellence, consistency and integration of hospital and specialist services across local communities and where relevant, across NZ.
- **Accountable for the sustainability of services** and for ensuring budgets are met with a return to a breakeven position by 26/27 financial year.
- **Accountable for ensuring health and safety leadership is evident** across the region and that all relevant requirements are not just met but exceeded.
- **Developing effective clinical partnerships** with a clear focus on quality care being delivered to all those who use our services.
- **Responsive development, delivery and continuous improvement** of what health services are delivered, how they are delivered, where they are delivered and by whom needs to be responsive to and shaped with local and regional stakeholder input and feedback.

operational leadership and oversight for regionally delivered hospital and specialist services to contribute to the delivery of a national network of care, working in partnership with the clinical leaders at both a local, regional and national levels.

Key Result Area	Expected Outcomes / Performance Indicators
Service Performance, Delivery and Integration	• Accountable for the delivery and achievement of National Health Target performance for the region, working collaboratively with local, regional and national counterparts to ensure consistency of access. • Take a whole of systems approach to services and integrated care delivery by working collaboratively across regions, community, clinical leaders, operation and enabling functions whilst enabling equity for Māori, Pacific, people with disabilities and other communities. • Lead the development of services and service planning that is aligned to meeting national health targets and improving health outcomes. • Engages with and develops relationships with all stakeholders and partnerships with private sector to contribute to care across the region. • Ensure the funding, planning, evaluating, and monitoring of the quality and coverage of services that are publicly funded and provided locally to eligible people, are contributing to achieving the

	government's objectives for health and wellbeing as set out in the Government Policy Statement and the NZ Health Plan. • Lead regional and local service performance and delivery against objectives and instigate quality/safety and/or improvement processes as necessary. • Develop primary and secondary care collaboration on pathways to ensure patients experience of care is seamless and have authority to allocate resources across the continuum. • Ensure there is a focus on prevention across the region, using data and population health management approaches to pro-actively identify local people most at risk and the services they might need and have the delegation to shift those resources where it makes more sense for patients. • Bring local people and partner organisations together to decide what services are needed and setting up integrated neighbourhood teams to deliver them. This includes working with Iwi Māori Partnership Board's and community provider networks to better match community needs with services. • Ensure the clinical voice is heard in decision making – ensure interprofessional partnership in all levels of decision making, driving a whole of system approach, enabling reduced variation and consistent services at local levels and supporting reduced variation nationally. • Models good team player behaviour, working with colleagues to not allow silo thinking and behaviour at decision making level to get in the way of doing our best and collegially supports others to do the same • Focus on quality improvement, the maximisation of health outcomes and patient experience. • Supports tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care.
Operational Leadership	• Partner with national/regional and district Clinical Chiefs to ensure operational decision making considers patient care, patient safety and professional considerations for the clinical workforces. • Provide system leadership and direction to leverage clinical workforces and systems capability by optimising opportunities to improve patient experience, professional standards and safety across the whole continuum of care. • Establish health intelligence and analytics, service planning, production capacity oversight and management and people leadership, clinical networks, and other capability to support coordination of activity across the H&SS network in the region in an efficient, safe and effective manner. • Develop a single approach to workforce: so, people can take on new roles, enhance their skills and work more flexibly across different organisations including across hospitals. • Ensure that sustainable, customer focused, quality services are delivered to meet the need of the community and key performance indicators are met. • Monitor key metrics to understand if health targets, systems shifts, and the regions goals have been met and improvements are effective. • Build a continual improvement culture in the region that monitors, manages and aligns to key performance outcomes.

	• Create new solutions to improve processes, operations and practices. • Act as a conduit between the region and national functions, ensuring that the regions receive adequate resourcing and support. Negotiate and agree an annual programme of service levels from enabling functions. • Lead major strategic initiatives including major infrastructure (physical and data & digital) that will benefit the region. This includes being Senior Responsible Owner of major projects.
Financial Management	• Accountable for delegated budgets and staff for the delivery of the Government's priorities in the NZ Health Plan and meet minimum service coverage requirements for region. • Establishment and achievement of financial and operational targets in annual and multi-year business and capital investment plans for the region. • Understand, leads and operates within the financial and operational delegations of role, ensuring managers are also similarly. • Maximise the potential of the workforce under their responsibility to deliver service outputs and impact on health and wellbeing outcomes of the people that reside in that region. • Ensure there is financial responsibility and accountability across the functions under the control of the position and develop and implement financial strategies that will ensure budgetary targets and key performance indicators are achieved. • Initiate and implement actions to improve financial effectiveness.
People Leadership	• Lead a culture that enables all Hospital and Specialist care employees in the region to learn and grow in order to deliver responsive and trusted care in their areas of expertise, ensuring career growth and development, supporting health NZ to be seen as preferred employer of health professionals. • Act as an ambassador for the values and behaviours of the desired organisational culture, ensuring unification of diverse teams, driving performance through the effective team-working and empowerment to achieve current and future service delivery requirements. • Intentional about growing leadership succession at all levels including supporting diversity of leadership to develop – Māori, Pacific, people with disabilities and others. • Ensures that all staff have the necessary safety and professional development and certifications to practise.
Innovation & Improvement	• Be open to new ideas and create a culture where individuals at all levels bring their ideas on how to 'do it better' to the table. • Model an agile approach –tries new approaches, learns quickly, adapts fast. • Develops and maintains appropriate external networks to support current knowledge of leading practices. • Proactively demonstrate adherence to and leadership of Health, Safety and Wellbeing, acting as an advocate and support for staff wellbeing • Exercises leadership and due diligence in Health, Safety and Wellbeing matters and ensures the successful implementation of Health, Safety and Wellbeing strategy and initiatives. • 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.

	Leads, champions, and promotes continual improvement in health and wellbeing to create a healthy and safe culture.
Compliance and Risk	- Maintains appropriate compliance and certification requirements for all providers in the regional and local networks as required including the regulation of professional competencies, accreditation of care provided and agreed quality and safety monitoring requirements. - Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place. - Ensures compliance with all relevant statutory, safety and regulatory requirements applicable to the Business Unit.

Relationships

External	Internal
- Mana whenua - Community leaders - Counterparts at key agencies in all sectors that impact on wider determinants of health - Iwi Māori Partnership Boards - Primary & community healthcare providers	- National Chiefs (Clinical Leadership) - Other Regional Chief Operating Officers – Community and Hospital - Regional Commissioning Directors - Regional Directors, NPHS - Other tier 2 roles, Enabling Services

About you – to succeed in this role

You will have

- Demonstrated significant experience at senior leadership level within a hospital operational environment, with proven ability to develop and meet strategic, operational and budgetary objectives.
- Demonstrated experience in and capacity to understand the complexities and challenges of the health sector and stakeholder issues.
- Demonstrated experience and proven ability to foster a culture of sound patient care, financial responsibility, innovation and productivity improvements.
- Proven capacity to be an effective member of an Executive team, stimulate constructive debate and discussion and support colleagues in the achievement of Health NZ objectives.
- Extensive experience initiating, leading and reviewing service delivery outcomes within a complex environment.
- Demonstrable system-wide experience in leading and managing through system change including bringing people on the change journey with you and engaging across a large and complex organisation.
- Demonstrated experience in transformational change management programs.
- Significant experience at an executive level of operational healthcare delivery within large public facing multi-faceted or complex environments with multiple consumer and political interests and expectations.
- Highly developed interpersonal and communications skills with a proven ability to build and maintain strong stakeholder relationships, manage conflicting priorities and communicate complex information for a broad range of audiences.

- A genuine passion for improving the health system for the benefit of all New Zealanders.
- The highest standards of personal, professional and institutional behaviour through commitment, loyalty and integrity
- Experience of working in a politically sensitive environment.

This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.