



## **Position Description**

### **Transformation Director 2DHB**

**This position is NOT a children's worker under the Children's Act 2014**

***Ma tini, ma mano, ka rapa te whai  
By joining together we will succeed***

**Responsible to: Chief Executive, Hutt Valley and Capital & Coast DHBs**

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## Context

Hutt Valley District Health Board (HVDHB) and Capital and Coast District Health Board (CCDHB) cover the greater Wellington, Kapiti and Hutt Valley region, providing hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are the two DHBs accountable for meeting the needs of and improving health outcomes for all the constituent populations of both DHBs in our sub-region, and the region more broadly. Together we:

- provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- fund local health providers and work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- deliver health services directly as well as contracting external providers
- provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services.

The majority of the region's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people. Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups.

HVDHB and CCDHB are committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

We are committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

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## The Vision, Mission and Values of HVDHB & CCDHB

### Hutt Valley:

- Vision:** Whanau Ora ki te Awakairangi: Healthy people, healthy families and healthy communities are so interlinked that it is impossible to identify which one comes first and then leads to another.
- Mission:** Working together for health and wellbeing.
- Ō mātou uara - Values:** Mahi Pai 'Can do': Mahi Tahi 'In Partnership': Mahi Tahi Te Atawhai Tonu 'Always Caring' and Mahi Rangatira 'Being our Best'

### Capital and Coast:

- Vision:** Keeping our community healthy and well
- Mission:** Together, Improve the Health and Independence of the People of the District
- Values:** Manaakitanga – Respect, caring, kindness  
Kotahitanga – Connection, unity, equity  
Rangiratanga – Autonomy, integrity, excellence

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## Position purpose

The core purpose of this position is to provide leadership, expertise and coordination to the DHBs' transformational/change activities and drive delivery.

The post-holder is expected to work from both Hutt Valley DHB and Capital and Coast DHB.

This will be a fixed-term position to 30 June 2022.

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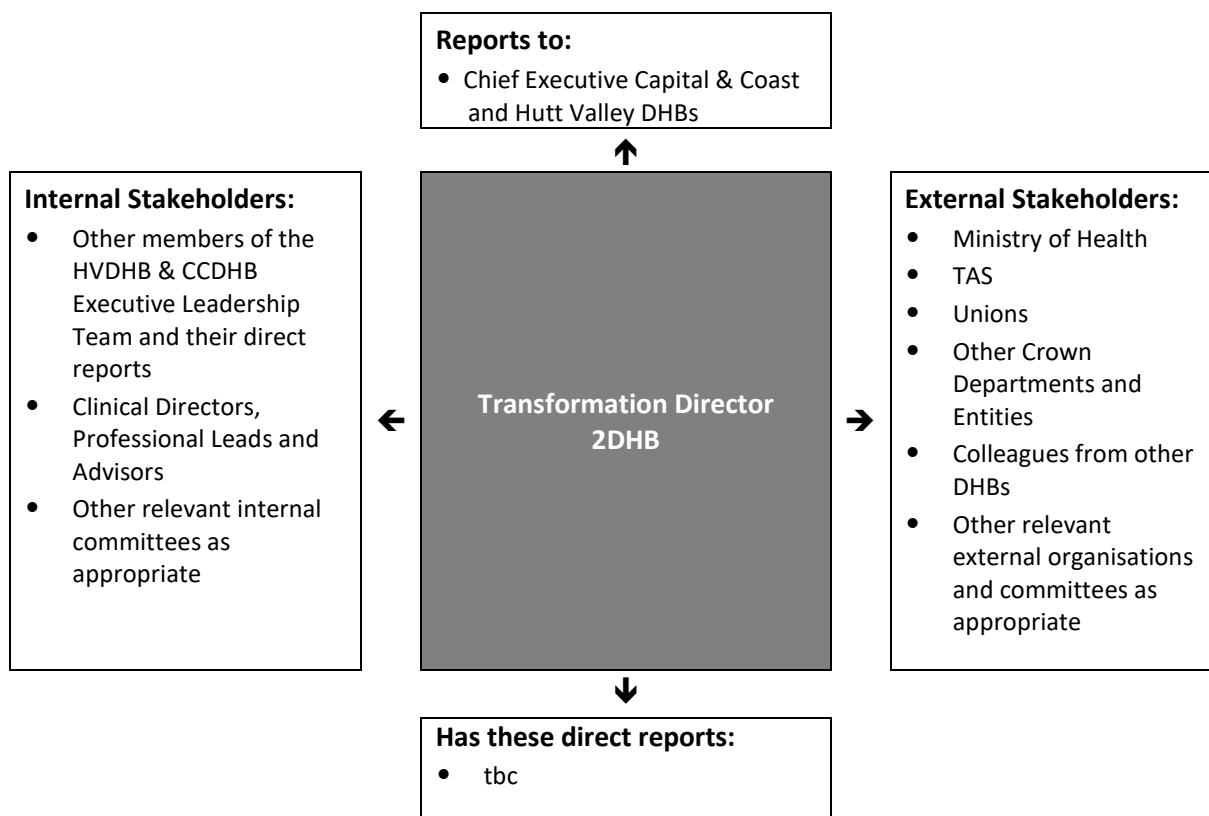
## Key Accountabilities

The following accountabilities for the role may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed.

Key Accountability	Deliverables / Outcomes
1. Executive leadership	<ul style="list-style-type: none"><li>• Champions change, encouraging and fostering a multi-disciplinary and collaborative approach to management and development of health services across both HVDHB and CCDHB, and wider sub-regional and regional health system</li><li>• Role models the DHBs' values, demonstrating an exemplary standard of leadership and management across the 2DHBs, building high levels of staff engagement, and enhancing health equity outcomes, sustainability and financial viability</li><li>• Promotes and implements the 2DHB patient and staff safety framework, ensuring safety standards and processes commensurate with a high achieving secondary and/or tertiary health service are implemented.</li></ul>
2. Health Equity and Honouring Diversity	<ul style="list-style-type: none"><li>• Champions a Pro-Equity and systems approach to changing inequitable health outcomes, with specific focus on the needs of Māori, Pacific Peoples, and those with Disabilities</li><li>• Acknowledges differences by respecting different races, cultures, spiritual beliefs, cultural practices, people with disabilities, sexualities, political views and other ways in which people are themselves, and live their lives and express themselves.</li></ul>
3. Relationship and Stakeholder Management	<ul style="list-style-type: none"><li>• Works effectively with the Executive Leadership Team of HVDHB and CCDHB to develop innovative, results-based services that meet the health needs of the population and reduce inequities</li><li>• Responds to the changing needs of the DHBs, performing other tasks as reasonably required</li><li>• Maintains discretion and confidentiality during all interactions and liaisons with staff and stakeholders.</li></ul>
4. Transformation/change management	<ul style="list-style-type: none"><li>• Provision of support to the CE and ELT to develop a transformation programme that enables the DHBs to respond to the Transition to HNZ and develop and deliver sustainable and safe services that provide equitable health outcomes for our population</li><li>• Provision of expert advice to ELT on transformation and change management activities</li><li>• Facilitating and coordinating enterprise wide transformation/change projects into a coherent programme of work</li><li>• On behalf of ELT, leading the delivery of the transformation programme</li><li>• Developing and managing the DHBs' change management plan that supports the transformation programme, ensuring coordination and integration across the DHBs</li><li>• Ensuring that the transformation programme is underpinned by robust planning, risk management, budget management, benefits management and enterprise wide change management methodology and practice</li><li>• Ensuring the development and implementation of a stakeholder engagement plan</li><li>• Bringing together, managing and coordinating capability and resources to contribute to the delivery of the transformation programme, e.g. communications, finance, HR</li><li>• Ensuring that the management and utilisation of people resources to support the transformation programme maximises the use of internal talent and capability and enables skills and knowledge to be retained by the DHBs for the future</li></ul>

	<ul style="list-style-type: none"> <li>• Act as a conduit between Ministry of Health and DHBs on the DHB's Transformation Programme</li> <li>• Design, implement and manage a governance framework for the transformation programme.</li> </ul>
5. Financial Management	<ul style="list-style-type: none"> <li>• Ensuring that all plans and decision making are supported by robust financial modelling</li> <li>• Manages physical, people and financial resources within budget parameters and existing resource allocations.</li> <li>• Have effective systems and controls in place to ensure adherence to delegations, budget limits and all CCDHB and HVDHB policies.</li> </ul>
6. Workplace Health & Safety	<ul style="list-style-type: none"> <li>• Fosters a safe, healthy and productive workplace for staff, ensuring that managers are aware of their workplace health, safety and wellbeing obligations; health and safety representatives are appointed; and worker engagement and participation processes are implemented.</li> <li>• Actively promotes and supports staff to participate in the two DHBs' employee wellbeing programmes.</li> <li>• Complies with responsibilities under the Health &amp; Safety at Work Act 2015 by actively supporting and implementing the two DHBs' workplace health, safety and wellbeing frameworks which incorporate hazard and risk identification and management, education and training, monitoring and reporting.</li> </ul>

## Key Relationships & Authorities



## Delegated Authorities

- The position has delegations in accordance with the HVDHB and CCDHB Delegations Manual for financial and human resources.

- The position has line management responsibility as per the above diagram, reporting to the CE and partnering closely with the CFO.

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## Capability Profile

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>• Understands Te Tiriti o Waitangi within the context of health service provision</li> <li>• Leads others to understand the DHBs' Treaty of Waitangi policy and its application to DHB work and services.</li> <li>• Encourages meaningful engagement in decision-making with Tangata Whenua at strategic, operational and service levels.</li> <li>• Challenges current processes and thinking, leading the development of new thinking that will deliver equitable outcomes with Māori enjoying and achieving health outcomes as Māori.</li> </ul>
Strategic Agility	<ul style="list-style-type: none"> <li>• Sees ahead clearly</li> <li>• Can anticipate future consequences and trends accurately</li> <li>• Has broad knowledge and perspective</li> <li>• Is future oriented</li> <li>• Can articulately paint credible pictures and visions of possibilities and likelihoods</li> <li>• Can create competitive and breakthrough strategies and plans</li> </ul>
Managing Vision and Purpose	<ul style="list-style-type: none"> <li>• Communicates a compelling and inspired vision or sense of purpose</li> <li>• Talks beyond today</li> <li>• Talks about possibilities</li> <li>• Is optimistic</li> <li>• Creates milestones and symbols to rally support behind the vision</li> <li>• Makes the vision sharable by everyone</li> <li>• Can inspire and motivate entire units or organisations</li> </ul>
Dealing with Paradox	<ul style="list-style-type: none"> <li>• Can act in ways that seem contradictory</li> <li>• Is very flexible and adaptable when facing tough calls</li> <li>• Can combine seemingly opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards</li> <li>• Can act differently depending upon the situation</li> <li>• Is seen as balanced despite the conflicting demands of the situation</li> </ul>
Integrity and Trust	<ul style="list-style-type: none"> <li>• Is widely trusted</li> <li>• Is seen as a direct, truthful individual</li> <li>• Can present the unvarnished truth in an appropriate and helpful manner</li> <li>• Keeps confidences</li> <li>• Admits mistakes</li> <li>• Does not misrepresent him/herself for personal gain</li> </ul>
Ethics and Values	<ul style="list-style-type: none"> <li>• Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times</li> <li>• Acts in line with those values</li> <li>• Rewards the right values and disapproves of others</li> <li>• Practices what they preach</li> </ul>
Decision Quality	<ul style="list-style-type: none"> <li>• Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement</li> <li>• Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time</li> <li>• Sought out by others for advice and solutions</li> </ul>

<i>Competency</i>	<i>Behaviours</i>
Intellectual Horsepower	<ul style="list-style-type: none"> <li>• Is bright and intelligent</li> <li>• Deals with concepts and complexity comfortably</li> <li>• Described as intellectually sharp, capable and agile</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Is good at bringing the creative ideas of others to fruition</li> <li>• Has good judgement about which creative ideas and suggestions will work</li> <li>• Has a sense about managing the creative processes of others</li> <li>• Can facilitate effective brainstorming</li> <li>• Can project how potential ideas may play out in practice</li> </ul>
Interpersonal Savvy	<ul style="list-style-type: none"> <li>• Relates well to all kinds of people – up, down, and sideways, and inside and outside the organisation</li> <li>• Builds appropriate rapport</li> <li>• Builds constructive and effective relationships</li> <li>• Uses diplomacy and tact</li> <li>• Can diffuse even high tension situations comfortably.</li> </ul>
Stakeholder Management	<ul style="list-style-type: none"> <li>• Relates well to all kinds of people — up, down, and sideways, inside and outside the organization</li> <li>• Builds appropriate rapport</li> <li>• Builds constructive and effective relationships</li> <li>• Uses diplomacy and tact</li> <li>• Can diffuse even high-tension situations comfortably</li> </ul>

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## Experience and Capability

### Essential qualifications, knowledge and experience

- Tertiary level education minimum; Masters level education desirable
- Membership of a relevant professional body
- Significant senior management experience with a track record of strategic leadership in a large and complex organisation
- Experience of designing and leading significant programmes of transformation/change in a large multi-disciplinary environment
- Experience in introducing innovation and service development initiatives
- Experience (desirable) or knowledge and understanding (essential) of the health environment and the strategic direction of the health and disability system in NZ
- Knowledge and understanding of the concepts underpinning successful transformation, change and programme management and experience of putting these into practice.

### Skills/abilities

- Excellent leadership skills
- Ability to lead in a flexible matrix environment, influencing without delegated authority
- Strong interpersonal skills with ability to adapt approach to a diverse range of situations and stakeholders
- Strong written and verbal communication skills including excellent presentation skills
- Strong influencing and negotiating skills
- Ability to work and deliver results in a politically sensitive environment with multiple internal and external stakeholders
- Skills in creating an environment that empowers and enables high performance
- Able to work effectively across both strategic and operational activities where required
- Excellent organisational and planning skills to support effective delivery

### Personal Attributes

- Someone who will be respected as a peer who has the wisdom to be able to provide guidance and counsel when required
- A systems-thinker – able to see links and dependencies across a complex range of services, organisations and stakeholders
- Ability to cope under pressure; being resourceful, resilient, and adept at managing multiple deadlines
- The ability to challenge and question the 'status quo' and facilitate the development of innovative and workable performance improvements
- Comfortable with requiring minimal support and able to work self-sufficiently.