

Position Description

Position	Planned Care Manager
Team / Service	Planned Care
Directorate	Surgical
District	Capital, Coast & Hutt Valley
Responsible to	Group Manager Surgical
Children's Act 2014	This position is not children's worker, requiring a safety check with Ministry of Justice vetting before commencing
Location	This position is expected to work from Hutt hospital

Te Whatu Ora

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

Context

Capital, Coast & Hutt Valley district provides hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are accountable for meeting the needs of and improving health outcomes for all the constituent populations of our district, 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 district'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

[TeWhatuOra.govt.nz](https://www.TeWhatuOra.govt.nz)

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Te Kāwanatanga o Aotearoa
New Zealand Government

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. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

Kenepuru Community Hospital and Kapiti Health Centre provide secondary and community services based in Porirua and the Kapiti Coast

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

Te Tiriti o Waitangi and Māori Health Outcomes

Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

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|------------------------|--|
| Mana whakahaere | Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources. |
| Mana motuhake | Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori. |
| Mana tāngata | Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness. |
| Mana Māori | Enabling Ritenga Māori (Māori customary rituals) which are framed by Te Aō Māori (the Māori world), enacted through tikanga Māori (Māori philosophy & customary practices) and encapsulated within mātauranga Māori (Māori knowledge). |

We will target, plan and drive our health services to create equity of health care for Māori to attain good health and well-being, while developing partnerships with the wider social sector to support whole of system change.

The Vision, Mission and Values from our District

We bring forward and join our values within our district. These will change as we become a team of teams within Te Whatu Ora.

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
Rangatiratanga – Autonomy, integrity, excellence

District Responsibility

The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and Health New Zealand (HNZ) policy.

Unit Perspective – Surgical Planned Care

The Surgical Directorate is one of six within Capital Coast, Hutt Valley (CCHV) district provider services. Specialties within the Directorate are at secondary and tertiary level with service provision for the district, the central Region and wider Regions. Surgical operating provision is largely across 3 hospitals (Wellington, Hutt, and Kenepuru) and a district outsourcing plan with private providers. Outpatient clinics are held at Wellington, Hutt Valley, Kenepuru, Paraparaumu, contracted at private provider sites, Maraes and through hub and spoke arrangements at other regional hospitals.

The Planned Care Team sits alongside the Service Managers at HV to support the effective delivery of planned care services. The Team assist in managing and maintaining planned care hospital waiting lists within compliance targets, from time of initial referral to scheduling/ decline and through to discharge/ and ending care.

Purpose of the role

- The Planned Care Manager reports to the Group Manager, has a dotted reporting line to the Elective Services Manger based at Wellington Hospital, and assists with planning, monitoring and reporting on HV's planned care activity, performance targets and HNZ expectations. Working with Service Managers

and Surgical Heads of Department to support them develop and achieve our planned care production plan and deliver against the price volume schedule.

- The role leads the Planned Care Team through the Planned Care Team Leader and directly leads a Team of Clinical Nurse Co-ordinators (Planned Care). The Team are central to the achievement of timely, safe, high quality care for patients entering the surgical continuum.
- The Planned Care Manager supports the Group Manager with delivery and reporting on planned care recovery, achieving our outsourcing plan on budget, maintaining the relationship with private providers, and service provision in line with agreed CCHV strategies and priorities.
- The Planned Care Manager leads quality improvement initiatives, supports the ongoing National Patient Flow collection, develops resources and systems to enable appropriate planned care waiting list management and a high functioning team. The role provides a direct link with other Planned care (Elective Services) Managers across the Central Region and in conjunction with the Group Manager is a link person with the District Strategic, Planning and Performance (SPP) and HNZ Health Planned Care Teams.

Key Accountabilities

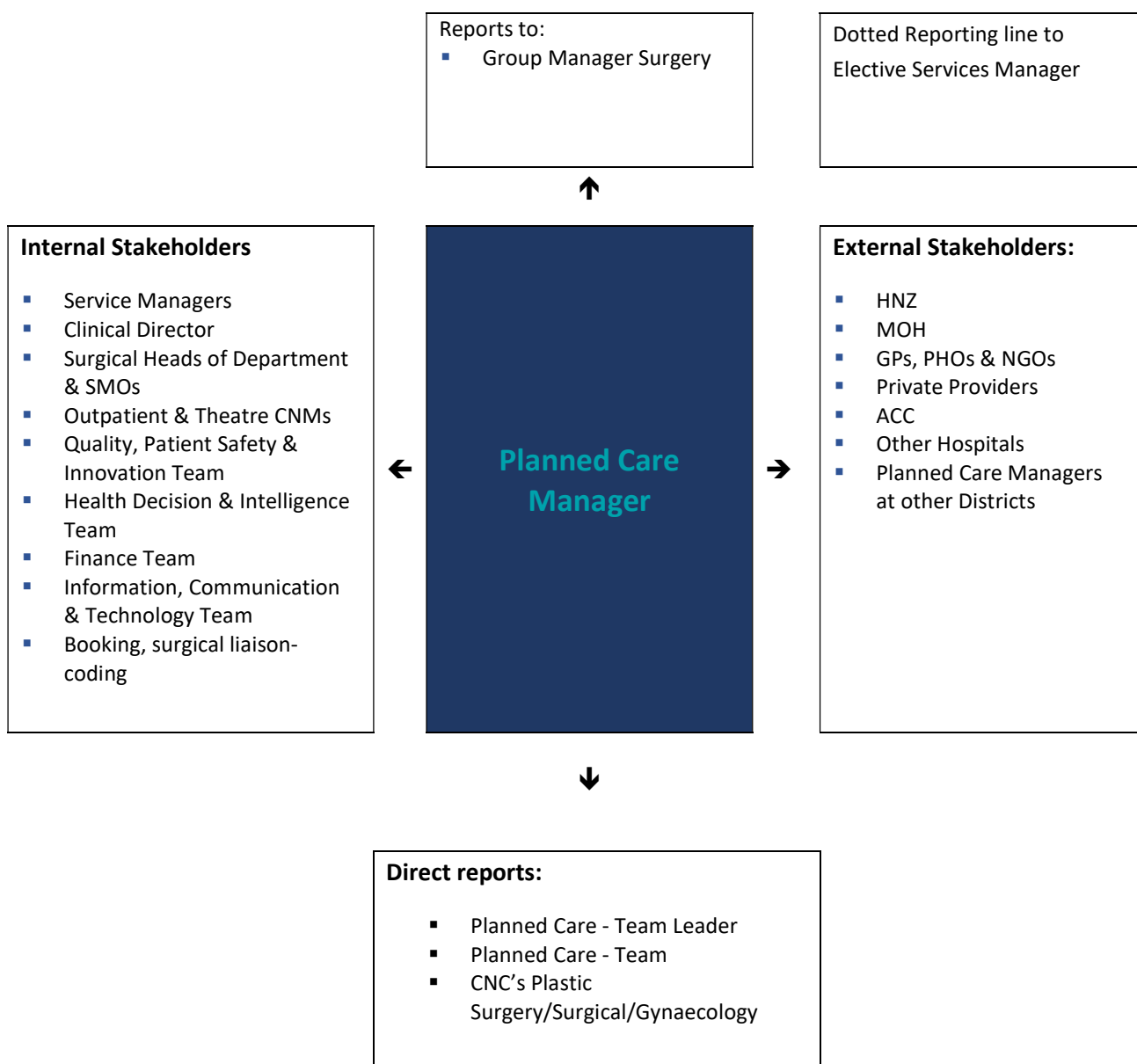
The following role accountabilities may evolve with organisational change and there may be additional duties, relevant to this position that will be required to be performed from time to time.

Key accountabilities	Deliverables / Outcomes
1) Oversee the delivery of planned care services against contract through effective planning and monitoring delivery	<ul style="list-style-type: none"> ▪ Supports development and delivery of the electives production and theatre production plan and timely flow of first specialist appointments, surgery and follow-up appointments. ▪ Proactively manages and monitors delivery of electives' throughput against plan including supporting progress against case weights and elective service performance indicators for all service areas (includes surgical and medical). ▪ Identifies non-compliance with ESPIs and other planned care targets and elevates to responsible Service Manager and Group Manager. ▪ Monitors other plans which arise from time to time (for example, the DHB's Planned Care Recovery Plan). ▪ Leads the weekly planned care planning meeting. ▪ Reporting schedule is maintained on performance against targets, progress projects, and CCHV key performance indicators. Works with key clinicians and service managers to develop clear plans to address variances. ▪ Provides advice and support on the effective planning and delivery of acute surgical services to ensure production planning incorporates the delivery of both elective and acute services. ▪ Provides a clear understanding of the Health Information Privacy Code 2020. ▪ Adheres to CCHV's code of conduct.
2) Patient Management Systems	<ul style="list-style-type: none"> ▪ Business owner of ScOPE: the surgical waitlist booking system ▪ Business owner of webPAS: the DHB's patient management system

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> ▪ Key internal contact for ICT/ systems issues relating to the planned care system
3) Lead and implement change initiatives	<ul style="list-style-type: none"> ▪ Implements agreed initiatives across the electives pathway in partnership with relevant clinical leaders and service managers to ensure effective and sustainable processes are in place that: <ul style="list-style-type: none"> ○ align with the District's strategy and Te Pae Amorangi. ○ maximizes the capacity of outpatients and theatre. ○ ensures efficient booking and administrative process are in place. ○ Supports patient centred booking using a pro-equity approach. E.g. bookings prioritise ethnicity alongside clinical need so that Māori and Pacific health gains can be achieved. ○ Supports improved alignment of actual elective volumes to our contracted volumes. ○ Ensures planned care processes are compliant with HNZ Policy. ▪ Provides advice and support to relevant project workstreams across the District and Central Region.
4) Lead the Electives Team and ensures the effective use of resources	<ul style="list-style-type: none"> ▪ Line manager of the booking team, including Nurse Co-ordinators. ▪ Leads the Electives Team in the delivery of patient centred booking that maximises the capacity of outpatients and theatre. ▪ Ensures consistency of administrative processes across the service. ▪ Continued focus on scheduling processes to improve ESPI compliance. ▪ Works with the Electives Team to ensure they have the tools required to complete patient bookings. ▪ Encourages staff to continually improve service delivery. ▪ Effectively delegates activities (taking into account the individual's knowledge/experience level) and monitors their implementation. ▪ Monitors and reports on budget variance and implements actions to address. ▪ Ensure direct reports have annual appraisals, providing feedback, coaching and assistance in developing annual goals and objectives.
5) Internal and external stakeholder engagement and relationship building	<ul style="list-style-type: none"> ▪ Builds and maintains, productive relationships with primary care, HNZ, other Hospitals and other stakeholders. ▪ Conveys information in an effective and well organised way, listens actively and gains co-operation from others. ▪ Actively listens to staff and provides ongoing feedback. Shares initiatives with others, this may include presentations at District, Regional or at national forums. ▪ Relationship manager (in conjunction with Elective Service Manager who is the lead for outsourcing) for the HV with private providers and establish with the Elective Services Manager clear processes for all private outsourcing arrangements that relate to electives management. ▪ Responsible for outsourcing processes in conjunction with SPP. ▪ Liaises with relevant Hospital staff on all outsourcing requirements. ▪ Establishes a close working relationship with Elective Services Manager based at CC and has a dotted reporting line to that role

Key accountabilities Deliverables / Outcomes	
6) Health & Safety	<ul style="list-style-type: none"> ▪ Ensure all Health & Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature ▪ Ensures all staff maintain adequate safety standards on the job through consultation, training and supervision. ▪ Ensures own and others safety at all times. ▪ Complies with policies, procedures and safe systems of work. Reports all incidents/accidents, including near misses in a timely fashion. ▪ Is involved in health and safety through participation and consultation.

Key Relationships & Authorities



Capability Profile

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

Competency	Behaviours
Leading and motivating	<ul style="list-style-type: none"> ▪ Articulates a compelling vision for their part of the organisation. ▪ Promotes a credible image and inspires confidence. ▪ Works to build trusting relationships with customers and key stakeholders. ▪ Makes it clear how people's work fits into the overall business direction and strategic priorities. ▪ Motivates and inspires staff to always do their best. ▪ Promotes a positive attitude towards change. ▪ Encourages teamwork and co-operation between staff. ▪ Promotes and models a strong customer focus.
Process management	<ul style="list-style-type: none"> ▪ Good at figuring out and redesigning the processes necessary to get things done. ▪ Knows how to organise people and activities. ▪ Understands how to separate and combine tasks into efficient workflows. ▪ Knows what to measure and how to measure it. ▪ Can see opportunities for synergy and integration where others can't. ▪ Can simplify complex processes. ▪ Gets more out of fewer resources.
Develop direct reports and others	<ul style="list-style-type: none"> ▪ Provides challenging and stretching tasks and assignments. ▪ Actively shares information, ideas and experience with others. ▪ Holds frequent development discussions and is aware of career goals of staff. ▪ Constructs appropriate development plans and executes them.
Directing others	<ul style="list-style-type: none"> ▪ Is good at establishing clear directions. ▪ Sets stretching objectives. ▪ Distributes the workload appropriately. ▪ Lays out work in a well-planned and organised manner. ▪ Maintains two-way dialogue with others on work and results. ▪ Brings out the best in people. ▪ Is a clear communicator.
Managerial courage	<ul style="list-style-type: none"> ▪ Let's people know where they stand. ▪ Faces up to people problems on any person or situation quickly and directly. ▪ Is not afraid to make or implement unpopular decisions when necessary. ▪ Doesn't hold back anything that needs to be said. ▪ Provides current, direct, complete and "actionable", positive and corrective feedback to others.
Business decision-making	<ul style="list-style-type: none"> ▪ Balances clinical needs with business, financial and other priorities. ▪ Confidently uses analytical skills to guide recommendations to service managers and clinical teams. ▪ Makes tough, pragmatic decisions when necessary. ▪ Reads the situation and looks at problems from many angles before making decisions.

Competency	Behaviours
	<ul style="list-style-type: none"> Always consults with relevant stakeholders before taking action.
Strategic management	<ul style="list-style-type: none"> Maintains a big picture view of their area of the business. Ensures shorter term objectives are tied to the broader strategic direction. Recognises the impact of broader issues and emerging trends on their area of responsibility. Takes an organisation-wide perspective on issues, rather than thinking solely about their area of responsibility. Challenges others to improve and innovate.
Taking accountability	<ul style="list-style-type: none"> Takes personal responsibility for making things happen. Reinforces HVDHB values with others and leads by example. Acts ethically and with integrity. Demonstrates personal ownership of decisions made by the management team. Actively pursues self-learning and development. Is open and honest with others.
Pro-equity approaches	<ul style="list-style-type: none"> Shows an awareness of, and commitment to the principles of the Treaty of Waitangi. Is able to articulate the causes of disparities in health outcomes for Māori and Pacific community members. Participates in the DHB's cultural awareness and cultural safety programme. Creates and sustains an environment that promotes biculturalism and responsiveness to Maori issues.

Experience and Capability

Essential qualifications, skills and experience

Qualification/Knowledge

- NZQA level 6 / equivalent as a minimum
- Working knowledge of the NZ health system and the DHB environment
- Good understanding of planned care and DHB booking systems
- Wide knowledge and experience in using patient management systems
- Knowledge of the Health Practitioner Competency Assurance Act (2003) and its application.

Experience

Significant experience in the following:

- Working in a New Zealand healthcare delivery environment
- Managing a Team of people in a way that builds engagement and performance
- Supporting other Managers to deliver against prescribed plans and outcomes
- Health service change – system, process and people change
- Building and maintaining effective relationships with internal/external stakeholders
- Effectively managing and reporting against a budget and financial contracts
- Managing reporting and monitoring systems – interpreting and tracking data.

Skills

- Intermediate to advanced Excel skills and experience using MS word and outlook
- Intermediate numerical reasoning skills and intermediate analytical skills: confident using data to tell a story in 1:1 or group settings
- Good general and operational management skills including organising, prioritising and delegating
- Good people leadership skills
- Strong verbal and written communication skills
- Influencing and negotiating skills across all levels
- Strong relationship management skills.

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

Te Whatu Ora is 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.