

Position Description

Position	Team Leader
Team / Service	Crisis Resolution Service – Hutt Valley
Directorate	MHAIDS Services - Mental Health Addiction and Intellectual Disability
District	Capital, Coast, Hutt Valley & Wairarapa districts
Responsible to	Operations Manager – Acute and Hospital Services (Mental Health and Addiction)
Vulnerable Children's Act 2014	This position is classified as a Children's Worker, requiring a safety check including Police vetting before commencing and every three years.
Location	This position is expected to work from the service base at Lower Hutt Regional Hospital, however, from time to time may be asked to work in other locations.

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, surgery and mental health and intellectual disability 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

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

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*MHAIDS is the mental health, addiction and intellectual disability service
for the Capital, Coast, Hutt Valley and Wairarapa districts*

Te Kāwanatanga o Aotearoa
New Zealand Government

- 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 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, addiction and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. The service holds national contracts some of which are delivered in other district localities. 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.

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

Mission

Working together for health and wellbeing.

Capital and Coast

Vision

Keeping our community healthy and well

Value

Manaakitanga – Respect, caring, kindness
Kotahitanga – Connection, unity, equity
Rangatiratanga – Autonomy, integrity, excellence

Mission

Together, Improve the Health and Independence of the People of the District

Wairarapa

Vision

"Well Wairarapa – Better health for all"

Value

Manaakitanga – Respect, caring, kindness
Auaha – Solutions, responsibility, better
Kotahitanga – Connection, unity, equity
Rangatiratanga – Autonomy, integrity, excellence

Mission

To improve, promote, and protect health status of the people of the Wairarapa, and the independent living of those with disabilities, by supporting and encouraging healthy choices.

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 HNZ policy.

Service Perspective

The hospital and health services of the districts provide a range of services, one such group of services includes Mental Health, Addiction and Intellectual Disability (MHAID) Service. The Service has over 1400 employees and annual revenue of \$135m.

MHAIDS spans two districts - Wairarapa, Capital, Coast and Hutt Valley and includes local, regional, and national services. The local MHAID services are provided from multiple sites within the sub-region – greater Wellington, Hutt Valley and Wairarapa. Te Korowai Whāriki services include regional forensic and rehabilitation services covering the Central region while the intellectual disability services extend the length and breadth of the country from six bases located in Whangarei, Auckland, Cambridge, Wellington, Christchurch, and Dunedin.

The core business of the Service is the provision of quality specialist services, integrated with primary and secondary providers in the communities we serve.

The Service is committed to the underlying principles of:

- Te Tiriti o Waitangi as the founding document of Aotearoa/New Zealand
- He Ara Oranga
- Mental Wellbeing Long Term Pathway
- Whakamaua – Māori Health Action Plan 2020-2025
- The New Zealand Disability Strategy: Making a World of Difference – Whakanui Oranga
- Intellectual Disability High and Complex Framework

The Service has access to business support services including People and Culture, and Finance. In addition, management and delivery of clinical services across the Service is underpinned by consultation, advice, and support from a range of cultural, consumer, and family advisors, and business, quality and organisational development personnel.

Group Perspective

The model of care for the Local Adult Specialist Mental Health and Addiction Service seeks to eliminate inequities experienced by Māori, Pacific peoples, disabled people, and other groups. It supports our vision for an integrated mental health and addiction service, with a focus on local delivery across the district – **‘one system, one service, locally delivered’**.

The model of care aims to improve the inequalities and barriers faced by tāngata whaiora and whānau when accessing services.

Our principles:

Principle 1: Grounded in Te Tiriti o Waitangi | Whakapapa ki Te Tiriti o Waitangi

- Tino rangatiratanga
- Equity
- Active protection
- Options
- Partnership

Other key principles underpinning our model of care:

Principle 2: Informed by peers and those with lived experience | Ka whakamōhio e nga hoa me te hunga whai wheako ora

Principle 3: A welcoming, person and whānau-led approach | He huarahi manaaki, tāngata me te whānau

Principle 4: Timely access to services in the community | Te whai waahi ki nga ratonga i roto i te hapori

Principle 5: A strengths-based, trauma-informed and recovery focussed approach, using advanced therapy and evidence based holistic interventions | Mā te mōhio ka whai whakaaro

Purpose of the role

The Team Leader, Wellington Crisis Resolution Service is responsible for managing the day-to-day delivery of the crisis response function within the Wellington & Kāpiti-Porirua localities. Ensuring that the needs of tāngata whaiora and whānau presenting in crisis are met, supporting staff, and maintaining the smooth running of the crisis response function are key components of this role.

The role is positioned to work in partnership with senior clinicians, Lived Experience and Equity Leads to ensure that the team works closely and in partnership with internal and external stakeholders (tāngata whaiora, whānau and community) and delivers on its vision of an integrated approach to service delivery. They will also work closely with the other parts of the wider localities to ensure that the needs of the community are met.

The Team Leader will cultivate a team environment that is resilient and responsive to unanticipated changes. They will ensure decisions are made in collaboration and closest to the people who use our services at a vulnerable time and are focused on ensuring an effective and efficient service delivery that facilitates clinical excellence and desired health outcomes.

The Team Leader will manage staff based in the Mental Health Emergency Department base to ensure timely service flow and responses for tangata whaiora presenting in crisis to these functions and deliver high quality care.

Key Deliverables

- Supports the team to uphold the vision, model of care and principles of the Local Adult Specialist Mental Health and Addiction Service, with an emphasis on locally delivered crisis care in the community.
- Leads the effective, efficient, and safe delivery of clinical services across the crisis response function and acknowledges that crisis care is one part of a connected system approach.
- Ensures the active participation of tāngata whaiora and whānau as equal partners in care through the development of person and whānau led initiatives.
- Works with staff using mana-enhancing practice to affirm their safety and well-being in the workplace, including ensuring all staff have access to professional clinical development and supervision.
- Fosters effective partnerships with Whakarongorau Aotearoa, NGOs, Primary Care providers, other organisations and the community.

- Works closely with local emergency services i.e. NZ Police, Wellington Free Ambulance and Emergency Departments to ensure an effective, safe response to tāngata whaiora and whānau presenting with acute mental health distress.
- Supports the development and roll out of peer support within services.
- Ensuring the service meets and ideally exceeds local and national key performance indicators including national Mental Health and Addiction Targets.

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. Leadership	<ul style="list-style-type: none"> Lead by example to champion and drive Te Whatu Ora development initiatives Be a visible leader to team members, ensuring effective communication with team members as part of implementing and leading the team Build and foster a culture and capability objectivity, respect, responsiveness, resilience and excellence to achieve sustainable outcomes Provide information, support, feedback and development to enable cross functional performance Encourage and support decision making at point of impact Work closely with the Operations Manager, to conceptualise, plan and progress improvement initiatives for the Team Initiate, monitor and implement operational initiatives across MHAIDS, ensuring alignment with broader organisational strategy and goals 	<ul style="list-style-type: none"> Provision of strategic advice to your manager on the implication to Service Coordination of plans, discussion documents and policies of Te Whatu Ora, other agencies and government bodies, and of relevant proposed legislative changes Act as a good corporate citizen within Te Whatu Ora; championing and leading corporates' workplace change and culture initiatives as appropriate Has positive and regular interaction with the operational area staff, ensuring provision of useful information and fostering an inclusive culture Staff within the team are aware of the strategic direction and kept well informed on MHAIDS activities and progress Ensure Team decisions are made in line with MHAIDS' plans and policies Active participation in operational meetings, and its working groups as required Clinical and other risks are identified and managed accordingly. All staff of the Team understand the vision, direction and objectives of MHAIDS Timely advice and reports are provided to the Group Manager and other managers as required The Vision and Values of Te Whatu Ora are effectively modelled to staff and others at all times. Positively works within those values
2. Development and leadership of fit-for-purpose sub-district team	<ul style="list-style-type: none"> Contribute to the development of an efficient and effective Mental Health, Addiction & Intellectual Disability Service 	<ul style="list-style-type: none"> Ensures change is conducted within agreed change management frameworks and practice Establishes and maintains close working relationship with all

	<ul style="list-style-type: none"> • Contribute to the development of the overall strategic and fit-for-purpose approach to Mental Health, Addiction & Intellectual Disability Service, ensuring the team is best able to provide for the healthcare needs of their populations. • Create a team of individuals that have the skills and expertise required to lead transformational change within the team. • Best practice and evidence based service delivery function and models are implemented and evaluated for effectiveness. 	<p>interacting services, staff and managers</p> <ul style="list-style-type: none"> • Alignment of the skills mix and distribution of resources to support the development and implementation of the integrated team • Advantages in working across the sub-region is realised • Ensures relationships are serving their resident population • Aligns service with Te Whatu Ora initiatives • Quality standards are clear and measurable and understood by all team leaders involved in the delivery of Mental Health, Addictions & Intellectual Disability Service. The set standards are actively managed to be met or exceeded • Effective management of resources within budget and timeframes as agreed in business plans
3. Strategic Planning	<ul style="list-style-type: none"> • Contribute as required and as appropriate, to the Mental Health, Addiction & Intellectual Disability Service's Service and Annual Plans • Collaborate with stakeholders to explore and implement better ways of working. <ul style="list-style-type: none"> ▪ Develop appropriate KPIs and other performance measures of service delivery and implement them 	<ul style="list-style-type: none"> • Contribution to Service and Annual Plan is recognised by manager and leadership team • Strategies and projects are regularly reviewed • The staff have a well-developed sense of their role and contribution to operational and development outcomes • The team meets or exceed personal as well as team KPIs
4. Strategic Relationship Management	<ul style="list-style-type: none"> • Develop and maintain strong cooperative relationships across the Te Whatu Ora • Develop and maintain strong cooperative relationships with the operations teams to ensure critical operational imperatives are achieved. • Build strategic alliances, partnerships and collaborate with the community, providers, colleagues to strengthen services and improve health outcomes • Managing and maintaining proactive and constructive relationships 	<ul style="list-style-type: none"> • Constructive and effective relationships established with the Operations Managers and Clinical Leaders • High degree of confidence and satisfaction from your manager and Operations Managers regarding the Teams performance. • Partnership and relationships with other teams are fostered with a view to exchanging information and developing best practice operational services. • Strong relationships developed with professional leaders, union delegates, payroll, human resources, finance and other corporate services

		<p>for improved performance of the Team</p> <ul style="list-style-type: none"> • Positively promotes Te Whatu Ora role and services • Promotes a positive working relationship with other service providers
5. Professional leadership, development and advocacy for team staff and direct leadership and management of direct reports	<ul style="list-style-type: none"> • Annual plan objectives cascade through performance development plans and targets are achieved • Staff are able to articulate the values, and the agreed behaviours are included within performance development plans • Active participation by staff in improvement initiatives and there is clear, evident leadership • Audits of systems, processes and controls indicate no significant /material breach • There are good team processes for communication constructive debate and joint problem solving • Professional requirements are met and risks relating to professional misconduct or negligence mitigated/ eliminated where possible 	<ul style="list-style-type: none"> • Role model and reinforce values and associated behaviours expected of team members • Team members feel inspired and motivated to work for MHAIDS • Appropriate systems, processes and controls are implemented to ensure compliance with legislative and professional requirements • Appropriate professional performance management and supervision of staff
6. Occupational Health & Safety	<ul style="list-style-type: none"> • Proactive Health & Safety systems and management are in place 	<ul style="list-style-type: none"> • Health and safety agreed targets are met, including: Hazard registers H&S objectives Pre-employment screening H&S orientation Initial Needs Assessment (INA) Reportable event reviews • Ensuring all employees maintain adequate safety standards on the job through consultation, training and supervision. • Always ensures own and others safety • 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

Reports to:

- Operations Manager, Acute and Hospital Services Mental Health and Addiction

Internal Stakeholders

- Team Leaders of all teams
- Admin staff
- Professional Leaders
- Quality Coordinators
- Clinical Governance staff
- HR lead for MHAIDS
- Management Accountant
- Lived Experience Advisors/Leads
- MH&A Change Programme staff
- Equity Leads
- Learning and Development Manager

Team Leader

External Stakeholders:

- Occupational Health and Safety staff
- Payroll
- Finance
- Local Emergency Departments
- NZ Police
- Unions
- Kenepuru and Wellington Accident and Medical Clinics

Direct reports:

- All staff in Wellington Crisis Resolution Team and Hutt Valley ED Mental Health Team

Capability Profile

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

Competency	Behaviours
Equity	<ul style="list-style-type: none"> • Is committed to achieving equitable health outcomes for Māori. • Demonstrates a proactive stance on equity actions for the other priority populations i.e. Pacific Peoples, Tangata Whaikaha and LGBT community • Demonstrates a willingness to personally take a stand for equity • Equity informed decision-making evident in the development of plans, strategies and actions that impact service delivery for Māori • Ensuring that actions taken to address inequities are timely, effective, pragmatic and based on robust evidence and change methodologies. • Challenges current processes and thinking, leading the development of new thinking that will deliver equitable outcomes. • Work in partnership with Māori stakeholders to achieve equity goals for Māori and ensure Te Tiriti o Waitangi obligations are demonstrated • Supports Pacific-led responses; • Supports disability-focused/tāngata whaikaha responses.
Commitment to Te Āo Māori	<ul style="list-style-type: none"> • Demonstrates critical consciousness and on-going self-reflection in terms of the impact of your own culture on your professional practise. • Cultural competency is current, contemporary and supports inclusivity and partnership principles. • Good understanding and working knowledge of current Māori Models utilised in our service • Understand and demonstrates understanding of tikanga. • Actively encourages Māori concepts of whakawhanaungatanga in their daily work practises. • Demonstrates MHAIDS values of Kotahitanga, Rangatiratanga and Manaakitanga in your professional practise
Lived Experience	<ul style="list-style-type: none"> • Has an understanding of recovery that is trauma-informed, strengths based, and wellbeing orientated. • Has a good understanding of lived experience and the peer workforce. • Can recognise the value of tāngata whaiora and whānau voices in quality improvement, service design and delivery. • Can model partnership with lived experience, creating a culture that is safe and supported of the lived experience voice. • Challenges stigma and discrimination. • Understands the importance of involving whānau in care and recognises the need to be led by tāngata whaiora in its involvement.
Integrity and Trust	<ul style="list-style-type: none"> • Is widely trusted • Is seen as direct • Truthful individual • Can present the unvarnished truth in an appropriate and helpful manner • Keeps confidence

	<ul style="list-style-type: none"> • Admits mistakes • Doesn't misrepresent him/herself for personal gain
Customer Focus	<ul style="list-style-type: none"> • Is dedicated to meeting the expectations and requirements of internal and external customers • Gets first-hand customer information and uses it for improvements in products and services • Acts with customers in mind • Establishes and maintains effective relationships with customers and gains their trust and respect
Drive for Results	<ul style="list-style-type: none"> • Can be counted on to exceed goals successfully • Is constantly and consistently one of the top performers • Very bottom-line oriented • Steadfastly pushes self and others for results
Approachability	<ul style="list-style-type: none"> • Is easy to approach and talk to • Spends the extra effort to put others at ease • Can be warm, pleasant, and gracious • Is sensitive to and patient with the interpersonal anxieties of others • Builds rapport well • Is a good listener • Is an early knower, getting informal and incomplete information in time to do something about it
Composure	<ul style="list-style-type: none"> • Is cool under pressure • Does not become defensive or irritated when times are tough • Is considered mature • Can be counted on to hold things together during the tough times • Can handle stress • Is not knocked off balance by the unexpected • Doesn't show frustration when resisted or blocked • Is a settling influence in a crisis
Ethics and Values	<ul style="list-style-type: none"> • Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times • Acts in line with those values • Rewards the right values and disapproves of others • Practices what he/she preaches
Listening	<ul style="list-style-type: none"> • Practices attentive and active listening • Has the patience to hear people out • Can accurately restate the opinions of others even when he/she disagrees
Conflict Management	<ul style="list-style-type: none"> • Steps up to conflicts, seeing them as opportunities • Reads situations quickly • Good at focused listening • Can hammer out tough arguments and settle disputes equitably • Can find common ground and get cooperation with minimum noise
Developing Direct Reports	<ul style="list-style-type: none"> • Provides challenging and stretching tasks and assignments • Holds frequent development discussions • Is aware of each person's career goals • Constructs compelling development plans and executes them • Pushes people to accept developmental moves • Will take on those who need help and further development • Cooperates with the developmental system in the organisation • Is a people builder

Delegation	<ul style="list-style-type: none"> Clearly and comfortably delegates both routine and important tasks and decisions; Broadly shares both responsibility and accountability; Tends to trust people to perform; Empowers direct reports and others to own and complete their work.
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Experience and Capability

Essential Professional Qualifications / Accreditations / Registrations skills and experience:

- Registration with appropriate professional body – e.g. New Zealand Nursing Council, New Zealand Social Work Registration Board
- A current APC and scope appropriate to place of work
- Demonstrates an understanding of the significance of and obligations under Te Tiriti ō Waitangi, including how to apply Te Tiriti ō Waitangi principles in a meaningful way to the leadership role
- A commitment to achieving equitable outcomes for other priority/vulnerable populations, including Pacific peoples, tāngata whaikaha
- A personal commitment to on-going learning and development, including the attainment/maintenance of the PDRP or other applicable professional frameworks
- Post Graduate qualification or working towards (health-related) e.g. nursing/allied health
- At least 5-7 years' experience as a frontline mental health clinician
- Development, implementation and monitoring of policies, audits, protocols, and guidelines
- Competent computer skills
- Full NZ Drivers Licence
- Ability to consent and undergo a full Police Vetting Check under the Vulnerable Childrens Act (2015)

Someone well-suited to the role will also place a high value on the following:

- Working in a way that is consistent and aligns with the values, principles, model of care and kaupapa of the new Local Adult Specialist Mental Health and Addiction Services.
- Seamless service delivery, to reduce the need for tāngata whaiora and whānau to repeat their stories to different services while in acute distress.
- Working alongside lived experience and external stakeholders, such as NGO's, primary care, NZ Police, local community networks.
- Thinking beyond the service and team to achieve the best outcomes for tāngata whaiora and whānau.
- Demonstrated ability to be responsive, empathetic, culturally competent, and aware.
- The ability to be flexible and adaptable, and to work under pressure.
- Organisational and time management skills.

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