

## Pou Arataki, Pae Ora

### 1. PURPOSE OF POSITION

The Pou Arataki, Pae Ora is responsible for providing leadership in integrating Māori cultural values and practice across the TDHB's provider arm services. A key function of the role is to develop, advocate, guide and support the provision of culturally appropriate clinical care, quality and safety and practice standards across the DHB's hospital Services to improve access and outcomes for Maori.

As a member of Te Pa Harakeke and wider hospital management teams, this role works in partnership with service managers, senior medical, nursing and allied health staff to socialise, implement and embed approaches that contribute to the attainment of Pae Ora<sup>1</sup> healthy futures for whanau.

Te Pou Arataki, Pae Ora is expected to play a key role in exemplifying the organisational values within a tikanga Maori context.

### 2. ORGANISATIONAL VALUES

The Taranaki District Health Board (TDHB) is committed to the following values:

- Whakawhanaungatanga
- Mahakitanga
- Mana motuhake
- Manawanui
- Manaakitanga

### 3. DIMENSIONS

<b>Department:</b>	Te Pa Harakeke
<b>Reports to:</b>	Tumuaki, Hauora Maori
<b>Number of people reporting to you</b>	4
<b>Financial limits authority</b>	TBC
<b>Operating Budget</b>	TBC

### 4. WORKING RELATIONSHIPS

Internal	External
Te Pa Harakeke Management team Director of Nursing and the Nursing Directorate Professional Advisors Heads of Departments and Clinical Leads	Te Kawanui Maro provider alliance Pinnacle MHN PHO Other local providers and health Networks Midland Region and other DHB's

<sup>1</sup> **Mauri Ora:** Every health intervention is an opportunity to shift a mauri that is languishing to a mauri that is flourishing. Fostering healthy lifestyles, increasing health literacy, strengthening identity, encouraging self management and restoring dignity must be considered when treating health problems;

**Whanau Ora:** Every service offered or funded by the DHB should contribute knowledge and skills that empower whānau to understand and manage their own health conditions. The transfer of knowledge and skills in a way that enables integration into routine whānau practices is a key function of Whānau Ora health service provision;

**Wai Ora:** Health interventions must take into account the nature and interaction between people and the surrounding environments. Interventions should avoid or reduce **risk factors**, and strengthen **protective factors**.

## Pou Arataki, Pae Ora

Nurse Managers Allied Health Leads Clinical Governance Board Public Health Unit Program Office Quality Risk Unit ICT Services (Business Improvement) Consumer Representatives	Health, Quality and Safety Commission Ministry of Health
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### 5. ACCOUNTABILITIES

Key area of responsibility	Expected outcomes
<p><b>1. Cultural leadership in Hospital Services</b></p> <p>Culturally and clinically effective, visible and accessible leadership which actively strengthens frontline leadership to pursue excellence in responsiveness to the needs of Maori.</p> <p>Works in partnership with Service Managers and Clinical Leads.</p>	<ul style="list-style-type: none"> <li>• Lead the development and integration of practical Pae Ora approaches into clinical and non-clinical service models which recognise, value and incorporate tikanga Maori values as key factors in meeting the needs of Maori patients and their whanau;</li> <li>• Work in partnership with Clinical Directors, Service Directors and in consultation with the relevant Professional Advisors and/or Nurse Directors to integrate the Pae Ora approaches into the daily routines of the DHB's service teams;</li> <li>• Role model excellence and consistency in applying Pae Ora approaches to clinical and non-clinical practice;</li> <li>• Support multi-disciplinary functioning through the provision of cultural advise and expertise across clinical teams internally and externally when necessary:             <ul style="list-style-type: none"> <li>○ across assessment, treatment and the care of patients in line with their assessed needs;</li> <li>○ to facilitate seamless transfer of care to internal and/or external services;</li> <li>○ to evaluate and review the effectiveness of care pathways.</li> </ul> </li> <li>• Maintain awareness and knowledge of successful evidence based practice that meets cultural requirements and ensure those adopted are incorporated into organisational policy, guidelines and procedures;</li> <li>• Convene a TDHB Māori clinical advisory group that provides advise and guidance to clinical leaders and services and to the Clinical Governance Board to support high standards of clinical care for Maori patients and their whanau;</li> <li>• Represent a kaupapa Maori clinical lens at local, regional and national forums as requested;</li> <li>• Demonstrate in depth knowledge of the DHB's plans and strategies as they apply to Maori health priorities, Te Pa Harakeke work program and the services goals of the Pae Ora Team;</li> <li>• Provide cultural assessment of hospital managers as part of performance appraisals;</li> <li>• Provide feedback and advice to the Tumuaki, Hauora Maori on issues within the team that may impact on the effectiveness of the service.</li> </ul>

<p><b>2. Operational Leadership</b></p> <p>Accountable for integration of cultural responsiveness into programmes and services of the DHB to ensure safe, high quality and culturally robust standards of care for Maori.</p>	<p>Pae Ora Team</p> <ul style="list-style-type: none"> <li>• Pae Ora Team goals are set and the vision of the team is implemented;</li> <li>• Lead and manage the provision of kaupapa Maori support services to patients and their whanau as and when needed. Ensure effective systems and processes are in place to guide the provision of services in a timely manner that is responsive to patient’s needs;</li> <li>• Ensure staff comply with organisational policies, procedures and best practice guidelines;</li> <li>• Lead recruitment processes for the Pae Ora team;</li> <li>• Set clear work expectations and ensure mechanisms are in place and used effectively to monitor individual performance;</li> <li>• Incorporate student placements into the team and ensure mechanisms are in place to support the achievement of program objectives;</li> <li>• Provide timely reports that clearly demonstrate the contribution of Pae Ora services to achieving team, service and organisational goals and objectives;</li> <li>• Work collaboratively with other health services and primary providers to operate joint systems and processes which support a seamless experience for clients;</li> <li>• Lead the Pae Ora team response to TDHB emergency procedures.</li> </ul> <p>Hospital Services Team</p> <ul style="list-style-type: none"> <li>• Actively contribute to developing and maintaining positive working relationships with DHB hospital services managers and teams;</li> <li>• Work to build a unified team culture where motivated staff strive to adopt culturally competent care and approach within contemporary models of care;</li> <li>• Represent Te Pa Harakeke at Senior Hospital Management and Clinical Director meetings, provide feedback and facilitate staff involvement in initiatives;</li> <li>• Lead collaborative approaches to affirm and achieve cultural capability across hospital service vision, values, and client outcomes;</li> <li>• Promote, support and role model continuous quality improvement approaches to service provision including through development of appropriate responses to He Ritenga cultural audits and other clinical audit or certification findings.</li> </ul>
<p><b>3. Strategic and annual planning</b></p> <p>Effectively plans kaupapa Maori support that will be provided to services across the DHB.</p> <p>Effectively contributes to the development of the DHB’s strategic and annual plans.</p>	<ul style="list-style-type: none"> <li>• Contribute to strategic and annual planning for Te Pa Harakeke and guide the DHB’s Hospital Planning for delivery of services that are responsive to the needs of Maori patients and whanau;</li> <li>• Lead and promote activities arising from the Pae Ora Māori Health Service Development plan;</li> <li>• Ensure Pae Ora team members understand the overall plan and their contribution to achieving it. Develop individualised Key Performance Indicators for team members that are clearly linked to the team and organisational goals and objectives;</li> <li>• Promote an awareness of key national documents / initiatives / strategies relating to Maori health and health equity and their relevance to service provision.</li> </ul>

<p><b>4. Workforce development</b></p> <p>Supports the Pou Tikanga to build a DHB workforce that competently meets the cultural expectations and requirements of Maori patients and their whanau.</p> <p>Works in support of Pou Tikanga and service leaders to develop the DHB's workforce to reflect the population it serves (Maori at 18% as at 2013).</p>	<ul style="list-style-type: none"> <li>• Actively support Maori workforce development activities;</li> <li>• Clinical support and mentoring through a kaupapa Maori lens is available to Maori students and interns who are on health career pathways;</li> <li>• In conjunction with the Pou Tikanga, work with the relevant Hospital Services directorates (Nursing Directorate, Medical Management, Allied Health Management, Corporate Services) to:             <ul style="list-style-type: none"> <li>○ support and guide recruitment processes and practises that proactively recruit Maori into the DHB's workforce; and</li> <li>○ develop, support, guide and lead as appropriate, Maori staff wellness initiatives that enhance retention of Maori staff;</li> <li>○ champion or support development opportunities for emerging Maori leaders;</li> <li>○ develop, review and deliver cultural competencies training for DHB staff;</li> </ul> </li> <li>• Facilitate the development and maintenance of professional career paths for Pae Ora staff by ensuring:             <ul style="list-style-type: none"> <li>○ staff participate in annual performance appraisals;</li> <li>○ mechanisms and resources are used effectively to support individual professional development;</li> <li>○ regular case review and peer review processes occur that challenge practice and support Pae Ora team members to gain greater depth of knowledge and experience;</li> <li>○ opportunities for staff to develop are facilitated;</li> </ul> </li> <li>• Support Unit Managers with recruitment of quality clinical and other front line staff;</li> <li>• Work in partnership with Unit Managers and the People and Capability Department to forecast Maori workforce needs within Hospital Services.</li> </ul>
<p><b>5. Quality and Safety</b></p> <p>Leads the Pae Ora team in supporting service improvement projects that focus on eliminating disparities in access and outcomes for Maori.</p> <p>Accountable for setting up, implementing and monitoring a cultural audit programme of DHB services using <i>He Ritenga Treaty of Waitangi Principles – Health Audit Framework</i>.</p>	<ul style="list-style-type: none"> <li>• Working together with the Pou Arataki, Ratonga and hospital and community service teams, lead or support initiatives to enhance service delivery in ways that result in improved outcomes for Māori, as measured by Maori health priority indicators;</li> <li>• Work with service managers to introduce and integrate cultural audits using <i>He Ritenga, Treaty of Waitangi Principles: Health Audit Framework</i> as a quality improvement tool;</li> <li>• Establish and maintain a pool of Maori staff skilled in undertaking cultural audits including the use of <i>He Ritenga: Treaty of Waitangi Principles – Health Audit Framework</i>;</li> <li>• Actively promote, support and role model a continuous quality improvement approach to service provision and take a direct involvement in the development of quality systems;</li> <li>• Ensure mechanisms are in place to monitor and improve team/service performance against identified Key Performance Indicators;</li> <li>• Oversee the review and resolution of complaints that are culturally focused. Monitor trends in relation to Maori culture-related complaints. Respond to customer complaints in a timely manner. Ensure that appropriate action is taken and corrective actions are implemented;</li> <li>• Ensure compliance with agreed clinical/cultural practice and quality standards, policies, procedures and guidelines. Ensure</li> </ul>

	<p>these are regularly monitored, results are evaluated, acted on and fed back regularly to the staff;</p> <ul style="list-style-type: none"> <li>• Lead and actively introduce Māori best practice research and cultural practice knowledge within clinical care;</li> <li>• Ensure that staff have a focus on continuous quality improvement and are involved in service improvement processes;</li> <li>• Has processes in place and leads in ensuring immediate action is taken to manage cultural risk;</li> <li>• Ensure Pae Ora team documentation is accurate and best practice based;</li> <li>• Maintain best practice policies and guidelines relevant to Tikanga Recommended Best Practise in the TDHB Hospital setting;</li> </ul>
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Organisational Accountabilities	Expected Outcome for all employees
<b>Health Equity</b>	<p>The TDHB is committed to eliminating health inequalities and achieving health equity for the Taranaki population. In practical terms this means Team Leaders and Managers are required to implement relevant health equity policies, procedures, approaches and guidelines issued from time to time. These include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Implementing the Pae Ora Framework which requires: <ul style="list-style-type: none"> <li>• understanding, demonstrating and proactively implementing the principles of Partnership, Participation and Protection under the Treaty of Waitangi;</li> <li>• understanding the determinants of ethnic inequalities in health, in particular the “Drivers of ethnic inequalities in health” and the “Pathways to Inequalities” both of which are referenced in the TDHB Pae Ora Framework, Appendix 1 <a href="http://chirp.hiq.net.nz/site/TDHBintranet/Policies/Pae%20Ora%20Framework%20Position%20Statements.pdf">http://chirp.hiq.net.nz/site/TDHBintranet/Policies/Pae%20Ora%20Framework%20Position%20Statements.pdf</a></li> <li>• enabling Maori participation in design and delivery of services;</li> <li>• ensuring Health Equity Assessment is appropriately undertaken where services, policies or programs are expected to improve outcomes for Maori and other high needs populations;</li> <li>• ensuring appropriate health literacy responses are developed and implemented to support effective engagement with and delivery for Maori;</li> </ul> </li> <li>• Taking affirmative action to increase the Maori workforce within your team according to the Maori workforce targets set for the TDHB.</li> <li>• Support staff to up-skill the knowledge and practise towards building a culture of equity within the TDHB.</li> </ul>
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>• Leads and actively manages actual and/or potential clinical and service risks in terms of both client care and staff safety</li> <li>• Maintains a safe and healthy environment</li> <li>• Complies with health &amp; safety policies and procedures</li> <li>• Carries out work in a way that does not adversely affect their health and safety or that of other workers</li> <li>• Complies with procedures and correctly use personal protective equipment and safety devices provided</li> <li>• Contributes to hazard identification and management process</li> </ul>

Organisational Accountabilities	Expected Outcome for all employees
	<ul style="list-style-type: none"> <li>• Reports accurately near misses/incidents/accidents in a timely manner</li> <li>• Participates in health and safety matters</li> </ul>
<b>Personal Development</b>	<ul style="list-style-type: none"> <li>• Actively engages in furthering/improving own knowledge and understanding of the determinants of health inequalities.</li> <li>• Fully contributes to the individuals team performance and is committed to identify and pursue opportunities for developing new knowledge and skills</li> <li>• Participates in the performance appraisal process where personal performance and development is reviewed</li> <li>• Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge</li> <li>• Seeks feedback from colleagues about effectiveness</li> </ul>

## 6. VARIATION TO DUTIES

Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities can be amended from time to time either by additional, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.

## 7. CAPABILITY REQUIREMENTS

Capabilities are the behaviours demonstrated by a person performing the job. Capabilities identify what makes a person most effective in a role. Those listed below are expected for the Program Office team roles in the organisation. The required capabilities can change as the organisation develops and the roles change.

<p><b>Cultural Safety</b></p> <p>Understands the unique position of Māori as tangata whenua of Aotearoa New Zealand under the Treaty of Waitangi, understands the determinants of ethnic inequalities in health and is an advocate for addressing personal and systemic barriers for and by Māori; Comfortably role models excellence in the practice of tikanga Māori in both Māori and non-Māori environments; Articulates a very good understanding of the principles of effective engagement with Māori and with people of other cultures; Demonstrates integrity, sincerity and respect towards Māori beliefs, te reo and culture.</p>
<p><b>Provides vision and leadership</b></p> <p>Creates and communicates a compelling vision of the future; Translates the vision into clear and meaningful strategies and specific priorities, which help others to focus their efforts; Demonstrates a willingness to assist others in their cultural growth and development.</p>
<p><b>Effective Communication</b></p> <p>Shares well thought out, concise and timely information with others using appropriate mediums; Ensures information gets to the appropriate people within the organisation to facilitate effective decision making; Understands te reo Māori and is articulate in English in writing and verbally.</p>

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<b>Decision Making/Problem Solving</b> Demonstrates effective and timely decision making/problem solving techniques; Aware of the impact of decisions on key stakeholders and consults as appropriate utilising available resources; Is proactive and effective when problem solving is required; Is able to effectively manage tensions between tikanga Māori and non-Māori approaches and/or models of practice.
<b>Innovation/Initiative</b> Continually strives for new and improved processes that will result in greater efficiencies and effectiveness for Māori; Questions traditional ways of doing things when choosing a course of action or finds new combinations to form innovative solutions.
<b>Planning and Implementation</b> Co-ordinates multiple complex issues/projects, links actions to vision/goal, and manages competing demands for resources alongside monitoring and evaluating the impact of change upon the system.
<b>Goals and Achievements</b> Willing to take calculated risks to improve the performance of the organisation; Will drive through actions and aims to achieve outcomes.
<b>Resilience/Flexibility</b> Articulates differing perspectives on a problem and will see the merit of alternative points of view; Will change or modify own opinions and will switch to other strategies when necessary; Adjusts behaviour to the demands of the work environment in order to remain productive through periods of transition, ambiguity, uncertainty and stress.
<b>Teamwork</b> Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, shows commitment to contributing to the team's success; Willingness to assist others in their cultural growth and development.
<b>Lifestyle</b> Is a non-smoker and role models positive lifestyle choices; Is confident and an active participant in Maori society.

## 8. EDUCATION

<ul style="list-style-type: none"><li>• The Pou Arataki, Pae Ora is required to be an experienced and capable clinician with either a relevant medical, nursing or allied health qualification;</li><li>• Has at least five years clinical practice in clinical settings and hospital settings;</li><li>• Has at least 5 years leadership/management experience;</li><li>• Evidence of training or self-directed learning in Whānau Ora service delivery models.</li></ul>
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**9. SKILLS**

- Skilled and capable clinician, with a strong Māori cultural knowledge base and the skills relevant for leading the integration of cultural best practice within clinical care;
- Demonstrated knowledge of and ability to articulate the elements of Pae Ora and how to give effect to them in a practical sense;
- Highly developed knowledge base regarding assessment, planning, treatment, and evaluation skills;
- Demonstrates ability to work with and effectively lead multidisciplinary activities;
- Consistently practices in a culturally safe, negotiated and therapeutic partnership with the client/family/whanau /health team members, recognising and respecting the boundaries of the professional relationship and promoting participation in recovery;
- Practice reflects established standards of practice for the relevant discipline and incorporates contemporary evidence base;
- New Zealand Driver's Licence.

**10. EXPERIENCE**

- Management experience ideally but not necessarily in a hospital setting
- Extensive experience leading teams and working in effective partnerships to improve outcomes for Maori
- Experience with co-design, design-thinking or service improvement methodologies would be an advantage though not essential