

GENERAL MANAGER: COVID-19 Response

1. PURPOSE OF POSITION

To provide leadership, direction and overall accountability for the Covid-19 System Response at Taranaki District Health Board (TDHB), and executive leadership and management of this response. Ensuring the expectations set by the Minister of Health in relation to the Covid-19 response are met, and we strive towards the DHB vision of Taranaki Together a Healthy Community – Taranaki Whanui He Rohe Oranga.

2. ORGANISATIONAL VALUES

The TDHB's mission (Te Kaupapa) is improving, promoting, protecting and caring for the health and well-being of the people of Taranaki. Taranaki DHB's values define who we are as an organisation, the way we work with each other, our patients, whanau and external partners. Our Te Ahu Taranaki DHB values are:

Partnerships	WHANAUNGATANGA	We work together to achieve our goals
Courage	MANAWANUI	We have the courage to do what is right
Empowerment	MANA MOTUHAKE	We support each other to make the best decisions
People Matter	MAHAKITANGA	We value each other, our patients and whanau
Safety	MANAAKITANGA	We provide excellent care in a safe and trusted environment

3. DIMENSIONS

Reports to:	Chief Executive
Number of people reporting to you	
Funding budget (approximately)	
Operating Budget (approximately)	

4. WORKING RELATIONSHIPS

External	Internal
Ministry of Health	Executive Leadership Team
Other DHBs	Emergency Management
DHB funded health providers	Incident Management Team
Ministry of Business, Innovation and Employment	Health Emergency Management Group
Iwi Representatives	COVID-19 Operational Team's
Taranaki Emergency Management Office	Taranaki DHB Public Health Unit
NZ Police	Infection Prevention and Control Staff

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NZ Defense Force Midland Pinnacle PHO St John Ambulance National Emergency Management Agency	Chief Advisor Maori Health Chief Medical Advisor Director of Nursing and Midwifery Director of Allied Health Taranaki DHB People and Capability Team Funding and Planning
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5. ACCOUNTABILITIES

Key area of responsibility	Expected outcomes
<p>1. Strategic Covid-19 direction and planning</p> <p>To lead the DHB's direction, development and implementation strategy which is aligned with government policy and meets the assessed needs of the community and region.</p>	<ul style="list-style-type: none"> • To lead strategic and planning processes to ensure the DHB achieves its goals and legislative responsibilities associated with Covid-19 response for Taranaki DHB. • Act as the Ministry, DHB and community single point of contact for Covid-19 and all associated programmes of work for Taranaki DHB • Monitor, analyse, influence and interpret changes and trends in Government Health Policy relating to Covid-19. • Monitor, evaluate and interpret national and international developments in the provision of healthcare related to Covid-19 for their application and impact for the DHB.
<p>COVID-19 Response Leadership</p> <p>Effectively leads and contributes to Taranaki DHB's response to COVID-19</p>	<ul style="list-style-type: none"> • Establish, lead and monitor the response, recovery, readiness and reduction plan. • Lead the development and execution of Taranaki DHB's objectives and goals for the response to COVID-19. • Lead the continuous improvement across Taranaki DHB Covid-19 response, recovery, readiness and reduction efforts. • Facilitate the management of COVID-19 related information into, across and out of Taranaki DHB. This would include: <ul style="list-style-type: none"> - Oversee the various Business Analytic response metrics. - Produce various Taranaki DHB COVID-19 reports for the MoH and other relevant agencies. - Supporting response to Official Information Act requests in relation to COVID-19. • Manage the Covid-19 risk register for the Executive Leadership Team. • Support communications activity within the health sector
<p>Funding</p>	<ul style="list-style-type: none"> • Establish a system for monitoring programme revenue and expenditure. • Identify providers of health and disability services to meet Covid-19 needs and enable service contracts with providers with the relevant support from commissioning. • Ensure management of contractual relationships with Maori Health Providers, Primary care and community

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	Pharmacy where appropriate
<p>Contribution to effectiveness and teamwork</p> <p>Effective provision of services and partnership across the sector and organisation, providing high quality services</p>	<ul style="list-style-type: none"> • Develops good multidisciplinary team work and networks to ensure the delivery of a quality service and programmes. • Ensure all services work to develop up to date policies and guidelines. • Develop and maintain strong and effective relationships with all external and internal stakeholders at both governance and management levels. • Understands the work of colleagues and contributes to their success when required. • Manages and maintains proactive and constructive relationships to enhance the reputation of the Covid-19 programmes. • Decision making will be within financial parameters of the organisation to achieve stated goals and objectives.
<p>Managing People and Leading a Team.</p> <p>Provide strong leadership direction and ensure the high performance of your teams.</p>	<ul style="list-style-type: none"> • Recruit or source required resources and provide development opportunities for individual team members, both professionally and personally. • Provide clarity around purpose and goals for the team and consistently communicate this direction to the team. • Build strong and effective operational teams capable of providing services of the highest quality. • Encourage a culture of Continuous Quality Improvement (CQI) where complaints and opportunities are effectively managed to improve service delivery.
Potential Role Evolution	<ul style="list-style-type: none"> • As a newly established position there may be some need to adjust aspects of the role over time.

Organisational Accountabilities	Expected Outcome for all managers
Health Equity	<p>The TDHB strives to eliminate health inequalities and achieve health equity for the Taranaki population. Executive Managers are expected to provide organisational leadership in:</p> <ul style="list-style-type: none"> • Understanding and implementing the Pae Ora Framework including: <ul style="list-style-type: none"> ○ Demonstrating the principles of Partnership, Participation and Protection under the Treaty of Waitangi; ○ 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; ○ Enabling Māori participation in design and delivery of services; ○ Ensuring Health Equity assessment is undertaken with appropriate input where services, policies or

Organisational Accountabilities	Expected Outcome for all managers
	<p>programmes are expected to improve outcomes for Māori;</p> <ul style="list-style-type: none"> ○ Ensuring appropriate health literacy responses are developed and implemented to support effective engagement with and delivery for Māori, as outlined in “A framework for health literacy”, published by the Ministry of Health; ○ Setting and monitoring equity (no differential) and other quality improvement targets; ○ Strengthening performance improvement, monitoring and accountability mechanisms to ensure that the organisation is on track to achieve equity of health outcomes for Māori; <ul style="list-style-type: none"> ● Setting targets for and actively recruiting a Māori health workforce; ● Building and maintaining the capacity/capability of the Taranaki health and disability workforce to deliver health care that is responsive to the needs of Māori; ● Requiring all Managers and Team leaders to have expertise in health equity as a core competency; ● Acknowledging the importance of te reo Māori as an official language of New Zealand; ● Actively partner with providers and agencies beyond the health sector to allow for better service integration, planning and support for Māori; ● Otherwise implement “Equity of Health Care for Maori: A Framework” published in support of He Korowai Oranga Refresh 2014, national Maori Health Strategy.
<p>Health and Safety</p>	<p>The Taranaki DHB is committed to ensuring that a safe and healthy work environment is achieved and maintained. All Team Leaders and Managers will support the DHB’s health and safety culture by:</p> <ul style="list-style-type: none"> ● Planning, organising and managing health and safety activities directed at preventing harm and promoting health and wellbeing in the workplace. ● Following, implementing and ensuring compliance of all Health and Safety policies, procedures and processes. ● Working closely with and supporting the Health and Safety Representative(s) role. ● Ensuring a safe working environment and work practices through risk and hazard identification and management. ● Ensuring health and safety is a standard agenda item in all meetings ● Ensuring health and safety reported events are followed up and closed off within required timeframes. ● Ensuring health and safety audit activity occur; results reviewed and improvement actions implemented. ● Ensuring health and safety management accountability for

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Organisational Accountabilities	Expected Outcome for all managers
	<p>all direct reports is monitored and reviewed as part of the performance review process.</p> <ul style="list-style-type: none"> • Actively supports staff rehabilitation and provides return to work options. • Ensuring health and safety related Key Performance Indicators are measured, reported and performance monitored.
Personal Development	<ul style="list-style-type: none"> • Fully contributes to the individual’s team performance and is committed to identify and pursue opportunities for developing new knowledge and skills. • Participates in the performance appraisal process where personal performance and development is reviewed. • Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge.

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 **Senior Executive** team roles in the organisation. The required capabilities can change as the organisation develops and the roles change.

Capability
<p>Decision Quality and Problem Solving</p> <p>Demonstrates effective and timely decision making/problem solving techniques. Aware of the impact of decisions on key stakeholders and consults as appropriate utilizing available resources. Is proactive and effective when problem solving is required.</p>
<p>Innovation/Initiative</p> <p>Continually strives for new and improved work processes that will result in greater effectiveness and efficiencies. Questions traditional ways of doing things when choosing a course of action or finds new combinations of old elements to form an innovative solution.</p>
<p>Resilience/Flexibility</p> <p>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.</p>
<p>Cultural Safety</p> <p>Demonstrates a commitment to cultural safety by meeting and exceeding the cultural needs of clients/customers/colleagues. Manages cultural ambiguity and conflicting priorities well. . Understands concepts of whanaungatanga and manaakitanga and Maori cultural orientation to whanau, hapu and iwi.</p>
<p>Teamwork</p> <p>Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, shows commitment to contributing to the teams success.</p>
<p>Visionary Strategic Leadership</p> <p>Creates and communicates a compelling vision of the future. Translates this vision into clear and meaningful strategies and specific priorities, which help others to focus their efforts.</p>
<p>Customer Commitment</p> <p>Takes a long term perspective, accepts short term loss for the sake of long term relationships, seeks long term mutual benefit, acts as advisor to customer, works with customer to make decisions, enlists assistance of other divisions to benefit customer.</p>
<p>Planning and Implementation</p> <p>Analyses complex issues/projects, links actions to vision/goal, manages competing demands for resources.</p>
<p>Confidence</p> <p>Demonstrates confidence in risky situations, gains acceptance and agreement for new ideas, gains commitment despite identified risks.</p>

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Capability

Building Potential and Talent

Provides learning opportunities for others, enables others to solve problems for themselves, delegates tasks to provide learning or development.

Goals and Achievements

Willing to take risks to improve the performance of the organisation. Will drive through actions and aims to achieve outcomes

8. EDUCATION

A tertiary qualification in health-related areas / management with 5 years' experience in specific health profession and management.

9. SKILLS

A proven leadership / management record in at a senior level. Ideally, this will include experience with a large organisation.

10. EXPERIENCE

A clinical / health professional background.

An understanding of both the District Health Board and Public Sector Environments specifically relating to Covid-19 Response Programmes