

hardygroup

CANDIDATE INFORMATION PACK



GENERAL MANAGER, WOMEN'S HEALTH SERVICES

AUCKLAND DISTRICT HEALTH
BOARD



TABLE OF CONTENTS

Executive Summary	3
Auckland District Health Board	4
General Manager, Women's Health Services	8
Employment Terms & Conditions	13
How to Apply	14

EXECUTIVE SUMMARY

- **Strategic Leadership centred around Partnerships and Accountability**
- **Values driven organisation**
- **Opportunity to support growth and delivery of quality health services for women**

Auckland District Health Board

Auckland District Health Board (DHB) is one of the largest quality health providers in New Zealand offering a wide range of primary, secondary, tertiary and quaternary services to around 1.6 million people in the northern region as well as nationally for specific specialities. As part of the Auckland DHB family of care, National Women's Health is well-respected as a provider of high-quality services for women who require specialist maternity, neonatal, gynaecology, and fertility care.

General Manager –Women's Health Services

Auckland District Health Board is seeking an experienced manager to support the growth and development of its Women's Health services. In partnership with clinical, allied health, human resource and financial leaders in Auckland DHB's senior leadership teams, the General Manager Women's Health nurtures and develops the operational and administrative teams, contributes to the achievement of strategic goals, and supports the Department's safety, quality and cost improvement programmes. The General Manager will lead planning for sustainable service delivery, identify opportunities for growth and lead project management and organisational change initiatives.

As General Manager, Women's Health at Auckland DHB you will

- Support high quality, patient centred, responsive and cost-effective services.
- Deliver Auckland DHB's legal obligations with respect to the Treaty of Waitangi and addressing health inequalities.
- Positively influence the culture of the directorate and ensure that Auckland DHB delivers care in a manner consistent with the vision and values of the organisation
- Engage with clinicians and wider support teams.
- Engage with key stakeholders and build on the momentum of change.
- Work strategically and add value to the Directorate and wider organisation by sharing your knowledge and past experience

The scope of the role will allow you the opportunity to utilise your experience and provide on-going professional developmental opportunities in a forward thinking, patient-centric and dynamic environment.

AUCKLAND DISTRICT HEALTH BOARD

Welcome – Haere Mai | **Respect** – Manaaki | **Together** – Tūhono |
Aim high – Angamua

Auckland District Health Board is committed to excellence in patient care, research, training, and community service. Auckland DHB has three major facilities including New Zealand's largest public hospital and clinical research facility and provides emergency, medical, surgical, maternity, community health and mental health services. There are approximately one million patient contacts each year, including local hospital and outpatient services.

This world class health service employs over 10,000 highly-skilled clinical and non-clinical professionals and is recognised for providing timely and effective services that its communities can rely on. The DHB has an international reputation and is renowned academically with close ties to the University of Auckland.

Auckland City Hospital

Auckland City Hospital provides acute medical and surgical services including women's health, surgical services, cardiothoracic, clinical support, medical services, laboratory, and radiology.

Starship Children's Hospital

Starship Children's Hospital provides a wide range of complex medical, surgical, cardiac, and mental health services for children and young people throughout New Zealand and the South Pacific. Starship is a major teaching centre and aims to lead the nation in paediatric training and research.

Greenlane Clinical Centre

Greenlane Clinical Centre provides community, ambulatory and mental health services including: rheumatology, women's health, pain services, sexual health, diabetes management, dermatology, oral health, immunology, audiology and allied health.

Other Auckland DHB funded facilities include the Buchanan Rehabilitation Centre, Primary Health Organisations, GP services and nursing services, community-based health services, Kaupapa Māori services, Pacific health services, laboratories, community-based pharmacies, dental health services, midwives/maternity services, residential care for mental health, rest homes and palliative care services.



Midwives-largest workforce in National Women's Health ~32%



Infant mortality 4.4/1000 live birth (National Average 4.9/1000)



78% mothers breastfeeding at discharge post birth



Over 6000 Births

WOMEN'S HEALTH DIRECTORATE

The Women's Health Directorate provides high-quality maternity, newborn, gynaecology, and fertility care services. Community outpatient services are provided at the Greenlane Clinical Centre.

Maternity Overview

National Women's Health provides a range of pregnancy-related national and regional services, as well as primary, secondary and tertiary maternity services to women who live in the Auckland DHB region. Maternity services are also available to women living outside the Auckland DHB region if they are registered with a private LMC who has an access agreement with Auckland DHB.



Services include:

Walk in Centre

A midwifery staffed Walk-in Centre at Greenlane Clinical Centre acts as a first point of contact and triage for some pregnant women. These women access the centre by phone or by turning up, either with or without an appointment, and are made aware of their choices for maternity care. If presenting with an acute problem, they are referred to obstetric care as necessary.

Antenatal Care (Pregnancy) & Post-natal Care

National Women's Health has 77 antenatal and postnatal beds for women and babies requiring secondary and tertiary care. There are three antenatal/postnatal wards. Ward 96, 98 located on the 9th floor and Tamaki ward is located on the 10th floor.

Antenatal clinics are also held at Green Lane Clinical Centre in GP rooms and other community centres in the Auckland DHB area. Community midwifery clinics and postnatal home visits provide continuity of midwifery care during the antenatal and postnatal period

Labour and Birthing Suites

For labour and birth, midwifery services are provided by core midwives in Labour and Birthing Suite. Auckland DHB's Labour and Birthing Suite is a 16-bed unit that includes a 2-bed High Dependency Unit for obstetric high-risk cases. We also provide facilities for water births.

Care is provided by a multidisciplinary team of midwives, nurses specialised in high-risk obstetrics, obstetricians, anaesthetists, obstetric physicians, independent LMCs (lead maternity carers), hospital aides and ward clerks.

The Labour and Birthing Suite midwives liaise closely with independent lead maternity carers.

Auckland DHB High Risk Midwifery Team

The Auckland DHB High Risk Midwifery team consists of midwives who have expertise in caring for women who require additional attention during pregnancy due to medical conditions, past and present pregnancy complications or foetal abnormalities

Māori Midwifery Team

Auckland DHB has a specialised team of Māori midwives providing midwifery care within a multidisciplinary Māori maternity team for Māori women and whanau


GYNAECOLOGY SERVICES

Auckland DHB provides a general gynaecology service for women in the central Auckland population. It is also a major tertiary referral centre for Gynaecological Oncology, Urogynaecology, and Fertility patients. The service comprises one inpatient ward, the Women's Assessment Unit, Day Surgery and Outpatient Services including a comprehensive range of general and specialty consulting services.

Auckland City Hospital



KEY STRATEGIC PRIORITIES OF THE DIRECTORATE 2018/2019

-  Safe and quality services
-  Enhanced outcomes for our vulnerable populations
-  Strengthened leadership for both operational matters and clinical quality and safety
-  Our workforce capacity and capability meets the service demand
-  Develop models of care that are patient focused, sustainable and maximise value
-  Effective models for Fetal medicine, Fertility Plus, Epsom Day Unit and gynae-oncology



GENERAL MANAGER, WOMEN’S HEALTH SERVICES

POSITION PURPOSE

This role is accountable to the Director of Women’s Health, for the delivery of safe and effective services within the portfolio. The General Manager will deliver sustainable results through accountabilities delegated by the Director of Women’s Health in the organisation’s key priorities of:

- Increased Patient Safety
- Better Quality Care
- Economic Sustainability
- Staff Engagement

As a member of the provider services leadership team this role contributes to the development and delivery of the DHB provider arm plans. Reports through the Director of Women’s Health to key stakeholders e.g. Auckland DHB Senior Management Team, Auckland DHB Board.

KEY DUTIES AND RESPONSIBILITIES

KEY ACCOUNTABILITIES	
Key Result Area	Expected Outcomes/Performance Indicators
Leadership and Performance Management	Accepts accountability as delegated by the Director of Women’s Health for aspects of leadership and performance management and therefore: Provides leadership to the staff in the portfolio, ensuring clear communication of Auckland DHB and Women’s Health service values, vision, priorities and expectations. Thus ensuring the engagement of teams to deliver services of the highest quality. Manages the highly complex nature of the business area and ensures that appropriate business plans are developed and delivered, within budget, and in alignment with the Auckland DHB Annual Plan, the Provider strategy and the Directorate Yearly plan. Responsible for the delivery of complex capacity plans to ensure that the service achieves waiting time and other targets. Provides assistance to the Director of Women’s Health in the development of service plans which align with Auckland DHB’s strategic plan, Ministerial and regional priorities. Provides leadership within delegation to resolve day-to-day operational issues within the service. Works within delegated authority to ensure clinicians and managers deliver their objectives through regular performance review meetings and effective team structures. Ensures that sufficient data is available within the service to monitor and track performance, to satisfy reporting requirements and to ensure that remedial action is taken to resolve performance issues. Efficient, innovative and clinically effective systems and processes are in place to deliver patient-centred services.

	<p>Developing and maintaining a service culture that is consistent with the Auckland DHB values and maintains the highest levels of patient care.</p> <p>Leads change and innovation to promote service sustainability and financial viability.</p> <p>Ensures compliance with appropriate statutory and other relevant regulations and standards.</p> <p>Provides and implements innovative initiatives that will improve patient care</p> <p>Has effective systems and controls in place to ensure adherence to delegations, budget limits and all Auckland DHB policies.</p> <p>Fosters a safe, healthy and productive workplace for staff.</p>
Risk & Governance	<p>Accepts accountability as delegated by the Director of Women's Health to:</p> <p>Ensure that an appropriate risk and a governance framework exists within the service.</p> <p>Develop and manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with clinical governance standards, other Auckland DHB policies, processes and best practice requirements.</p> <p>Manage the resolution of complaints and issues from patients, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner, in line with Auckland DHB policy, procedures and service delivery values and priorities.</p> <p>Support root cause analyses and trend analyses of all complaints and adverse incidents.</p>
Staff Management	<p>Accepts accountability as delegated by the Director of Women's Health to:</p> <p>Ensure staff are recruited and retained with a focus on developing high performing teams.</p> <p>Manage the workforce to ensure individual and team performance meets the needs of the service.</p> <p>Develop a workforce strategy to ensure sustainability and a cost-effective skill mix is in place.</p> <p>A performance management process is in place to ensure all staff are clear on their role and deliverables. Staff are monitored and managed to ensure delivery against objectives.</p> <p>Establish and effectively utilise processes for communication, constructive debate, conflict resolution, identification of innovation opportunities and joint problem solving.</p>
Financial Management	<p>Accepts accountability as delegated by the Director of Women's Health to ensure that:</p> <p>Financial obligations are met and that all staff work within defined budget parameters and that they comply with delegated authorities and financial policies and processes.</p> <p>The physical, people and financial resources are managed within budget parameters.</p> <p>Reporting on budget position is managed across the services to discharge the accountability for ensuring internal and external financial targets are achieved, including the maximisation of income opportunities and the delivery of efficiency savings.</p> <p>Large, complex and multi-stranded budgets are managed in an environment that may constantly fluctuate.</p> <p>There is effective resource utilisation and expenditure against cost improvement targets.</p>



<p>Strategy, Change Management & Service Improvement</p>	<p>Accepts accountability as delegated by the Director of Women’s Health and works with the Directorate Senior Leadership team to:</p> <ul style="list-style-type: none"> Identify both new opportunities for the service/s arising from changes in the external environment or internal innovation. Identify potential threats to the service and ways to respond to them. Contribute to the development and delivery of Auckland DHB’s strategy and policies, and ensure that Women’s Health services support the delivery of Auckland DHB requirements Lead change management programmes within the portfolio, ensuring all projects are completed on time, to budget and deliver quality targets. Implement and evaluate programmes and initiatives which may impact across Auckland DHB. Coordinate and collaborate with the Corporate Facilities team to inform the development and implementation of the Auckland DHB estate and facilities master planning process.
---	---

ROLE REQUIREMENTS

The required skills, experience and accountabilities are detailed further in the attached [Position Description](#) including the critical competencies for this position.

The General Manager, Women’s Health Services is expected to possess:

Selection Criteria

1. A demonstrable track record of delivering effective healthcare services as a senior manager in a multifaceted healthcare environment including staff management, financial management and change management.
2. Experience and evidence of an ability to develop a culture of innovation, performance and transparency focussed on the customer.
3. Demonstrable experience in delivering sustainable system and process performance improvement.
4. Experience of managing large, multi-stranded budgets from a range of income sources and demonstrable examples of the ability to respond to financial insecurities and fluctuations.
5. Extensive in-depth demonstrable success in delivering change and performance improvement with and through teams, by engaging them in the direction and delivery of plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback.
6. A strong track record of managing complexity and risk whilst maintaining high standards of service delivery.
7. Proven capacity/operational planning experience.
8. Ability to manage many stakeholders.
9. Ability to manage conflict.
10. Knowledge of the implications of the Treaty of Waitangi with a commitment to Biculturalism

Desirable

- Intimate knowledge of NZ Health Sector
- Project management experience

QUALIFICATIONS

An appropriate tertiary qualification is essential, preferably with a post graduate qualification in a relevant discipline

OPPORTUNITIES / CHALLENGES

The General Manager, Women's Health Services will need to manage a number of key challenges currently associated with the role include:

- Leading of a multi-faceted Directorate in collaboration with the Women's Health senior management team and external stakeholders
- Managing financial and staffing resources, consistent with the constraints of the Auckland DHB budget programme and Auckland DHB workforce strategies
- Progressing initiatives consistent with the Women's Health strategic planning framework
- Supporting a customer-focussed culture with innovative, high performing teams

REPORTING & KEY RELATIONSHIPS

The General Manager, Women's Health Services reports directly to the Director of Women's Health on operational matters and professionally to the Director of Provider Services.

The General Manager, Women's Health Services works closely with the Director of Provider Business Management, the Senior Leadership Team, the Medical Director, Director of Nursing and the Director, Allied Health

Reporting into the General Manager, Women's Health Services directly are two Operations Managers.

CANDIDATE INFORMATION PACK

General Manager, Women's Health Services Auckland DHB



KEY DATA

Staffing	318 FTE (440 Headcount)
Annual Budget	Women's Directorate Budget-NZD \$90 million per year
Service Location	Auckland, Grafton, New Zealand
Useful Links	Role Description National Women's Annual Clinical Report Auckland DHB website Auckland DHB Strategy to 2020 Living and Working in Auckland

EMPLOYMENT TERMS & CONDITIONS

REMUNERATION To be discussed with the consultant

CLASSIFICATION This is a level 2 position within Auckland DHB

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

HOW TO APPLY

The closing date for applications is 11:59pm the 21st of February 2019

The reference number to include in your application is H19_3055

For a confidential discussion, please contact Principal Consultant, Kate Wallwork:

M: +61 (0)439 950 000

E: kate.wallwork@hardygroupintl.com

Please submit application documentation to Search Coordinator, Kaavya Nithi.

T: +61 (0)2 9900 0122

E: kaavya.nithi@hardygroupintl.com

It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.

Your application must include:

1. [Completed HG Application Form](#)
2. Cover letter addressed to the search consultant;
3. A written response addressing the Essential role requirements & qualifications, found on **page 10** and
4. An up to date copy of your Curriculum Vitae

REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.



POSITION DESCRIPTION

POSITION DETAILS:

TITLE: **General Manager of Women's Health Service**
REPORTS TO: Operationally: Director of Women's Health
 Professionally: Director of Provider Services
LOCATION: Auckland District Health Board
AUTHORISED BY: Chief Executive
DATE: April 2019

ROLE PURPOSE:

This role is accountable to the Director of Women's Health, for the delivery of safe and effective services within the portfolio.

The General Manager will deliver sustainable results through accountabilities delegated by the Director of Women's Health in the organisation's key priorities of:

- Increased Patient Safety
- Better Quality Care
- Economic Sustainability
- Staff Engagement

As a member of the provider services leadership team this role contributes to the development and delivery of the DHB provider arm plans.

Reports through the Director of Women's Health to key stakeholders e.g. ADHB Senior Management Team, ADHB Board.

KEY ACCOUNTABILITIES

Key Result Area	Expected Outcomes/Performance Indicators
Leadership and Performance Management	Accepts accountability as delegated by the Director of Women's Health for aspects of leadership and performance management and therefore: <ul style="list-style-type: none"> • Provides leadership to the staff in the portfolio, ensuring clear communication of ADHB and Women's Health service values, vision, priorities and expectations. Thus ensuring the engagement of teams to deliver services of the highest quality. • Manages the highly complex nature of the business area and ensures that appropriate business plans are developed and delivered, within budget, and in alignment with the ADHB Annual Plan, the Provider strategy and the Directorate Yearly plan. • Responsible for the delivery of complex capacity plans to ensure that the service achieves waiting time and other targets. • Provides assistance to the Director of Women's Health in the development of service plans which align with ADHB's strategic plan, Ministerial and regional priorities. • Provides leadership within delegation to resolve day-to-day operational issues within the service. • Works within delegated authority to ensure clinicians and managers deliver their objectives through regular performance review meetings and effective team structures.

	<ul style="list-style-type: none"> • Ensures that sufficient data is available within the service to monitor and track performance, to satisfy reporting requirements and to ensure that remedial action is taken to resolve performance issues. • Efficient, innovative and clinically effective systems and processes are in place to deliver patient-centred services. • Developing and maintaining a service culture that is consistent with the ADHB values and maintains the highest levels of patient care. • Leads change and innovation to promote service sustainability and financial viability. • Ensures compliance with appropriate statutory and other relevant regulations and standards. • Provides and implements innovative initiatives that will improve patient care • Has effective systems and controls in place to ensure adherence to delegations, budget limits and all ADHB policies. • Fosters a safe, healthy and productive workplace for staff.
Risk & Governance	<p>Accepts accountability as delegated by the Director of Women’s Health to:</p> <ul style="list-style-type: none"> • Ensure that an appropriate risk and a governance framework exists within the service. • Develop and manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance with clinical governance standards, other ADHB policies, processes and best practice requirements. • Manage the resolution of complaints and issues from patients, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner, in line with ADHB policy, procedures and service delivery values and priorities. • Support root cause analyses and trend analyses of all complaints and adverse incidents.
Staff Management	<p>Accepts accountability as delegated by the Director of Women’s Health to:</p> <ul style="list-style-type: none"> • Ensure staff are recruited and retained with a focus on developing high performing teams. • Manage the workforce to ensure individual and team performance meets the needs of the service. • Develop a workforce strategy to ensure sustainability and a cost effective skill mix is in place. • A performance management process is in place to ensure all staff are clear on their role and deliverables. Staff are monitored and managed to ensure delivery against objectives. • Establish and effectively utilise processes for communication, constructive debate, conflict resolution, identification of innovation opportunities and joint problem solving.
Financial Management	<p>Accepts accountability as delegated by the Director of Women’s Health to ensure that:</p> <ul style="list-style-type: none"> • Financial obligations are met and that all staff work within defined budget parameters and that they comply with delegated authorities and financial policies and processes.

	<ul style="list-style-type: none"> • The physical, people and financial resources are managed within budget parameters. • Reporting on budget position is managed across the services to discharge the accountability for ensuring internal and external financial targets are achieved, including the maximisation of income opportunities and the delivery of efficiency savings. • Large, complex and multi-stranded budgets are managed in an environment that may constantly fluctuate. • There is effective resource utilisation and expenditure against cost improvement targets.
<p>Strategy, Change Management & Service Improvement</p>	<p>Accepts accountability as delegated by the Director of Women’s Health and works with the Directorate Senior Leadership team to:</p> <ul style="list-style-type: none"> • Identify both new opportunities for the service/s arising from changes in the external environment or internal innovation. • Identify potential threats to the service and ways to respond to them. • Contribute to the development and delivery of ADHB’s strategy and policies, and ensure that Women’s Health services support the delivery of ADHB requirements • Lead change management programmes within the portfolio, ensuring all projects are completed on time, to budget and deliver quality targets. • Implement and evaluate programmes and initiatives which may impact across ADHB. • Coordinate and collaborate with the Corporate Facilities team to inform the development and implementation of the ADHB estate and facilities master planning process.

MATTERS WHICH MUST BE REFERRED TO THE DIRECTOR OF WOMEN’S HEALTH

- significant financial issues
- significant human resources issues
- significant quality or safety issues
- serious clinical standards failure
- any emerging factors that could prevent achievement of the service/s objectives at year end
- any emerging factors that could prevent budget achievement at year end
- any matter that may affect the reputation of the service/s or Auckland District Health Board

<p>Authorities: Level 2</p>	
<p>Direct Reports Two operations managers</p>	
<p>FTE <i>Portfolio</i> 318 FTE – For both Obstetrics and Gynaecology Services</p>	<p>Budget Accountability (if applicable): \$90M</p>

Relationships

External	Internal	Committees/Groups
<ul style="list-style-type: none"> ▪ IDF customers ▪ Primary Healthcare Organisations ▪ National Hauora Coalition ▪ Alliance Health + ▪ Non Government Organisations ▪ Public Health ▪ Social Sector Groups 	<ul style="list-style-type: none"> ▪ Director of Provider Services ▪ Director of Provider Business Management ▪ Senior Leadership Team ▪ Medical Director/ Nurse Director/Allied Health Director ▪ Clinical Directors ▪ Managers ▪ Planning & Funding ▪ Other ADHB Operating Units ▪ Clients/Customers/Patients ▪ Maori Health ▪ Pacific Health ▪ Operations and Clinical Support Services 	<ul style="list-style-type: none"> ▪ Leadership Team ▪ Project committees, as relevant ▪ ADHB Senior Leadership Team ▪ Hospital Advisory Committee

Person Specification		
Education & Qualifications	Essential	Desired
Professional	<ul style="list-style-type: none"> ▪ Appropriate Tertiary qualification 	<ul style="list-style-type: none"> • Post graduate qualification in a relevant discipline
Experience/Knowledge	<ul style="list-style-type: none"> ▪ Demonstrable track record of delivering effective healthcare services as a senior manager in a multifaceted healthcare environment including staff management, financial management and change management. ▪ Experience and evidence of an ability to develop a culture of innovation, performance and transparency focussed on the customer. ▪ Demonstrable experience in delivering sustainable system and process performance improvement. ▪ Experience of managing large, multi-stranded budgets from a range of income sources and demonstrable examples of the ability to respond to financial insecurities and fluctuations. ▪ Extensive in-depth demonstrable success in delivering change and performance improvement with and through teams, by engaging them in the direction and delivery 	<ul style="list-style-type: none"> • Demonstrate intimate knowledge of NZ Health Sector • Demonstrate project management experience

	<p>of plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback.</p> <ul style="list-style-type: none"> ▪ A strong track record of managing complexity and risk whilst maintaining high standards of service delivery. ▪ Proven capacity/operational planning experience. ▪ Ability to manage many stakeholders. ▪ Ability to manage conflict. ▪ Knowledge of the implications of the Treaty of Waitangi with a commitment to Biculturalism. 	
--	---	--

CRITICAL COMPETENCIES	
COMPETENCY	DESCRIPTION
Business Acumen / Quantitative Analysis	Understanding and evaluating numerical data, tables, charts or graphs; performing calculations, making comparisons, and combining quantitative information. Considering information from a variety of sources when making decisions. Seeing both the short and long term impact of decisions and their effect.
Ability to Learn	Accepts new ideas, assimilates new information, and applies that which is being learned.
Collaboration	Working effectively with others in the organisation outside the line of formal authority (such as peers in others departments or senior management) to accomplish organisational goals and to identify and resolve problems.
Credibility / Impact	Creating a good first impression; commanding attention and respect; showing an air of confidence.
Individual Leadership (Empowerment)	Creating a sense of ownership of job or tasks by providing clear expectations, control of resources, responsibility and coaching; offering assistance without removing responsibility.
Influence	Using appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement; modifying behaviour to accommodate tasks, situations, and individuals involved.
Innovation	Generating creative solutions to work situations; trying different and novel ways to deal with problems and opportunities.
Judgement	Committing to an action after developing alternate courses of action that are based on logical assumptions and factual information and take

	into consideration resources, constraints and ADHB's values.
Oral Communication	Expressing ideas effectively (including non-verbal communication) in individual and group situations; adjusting language and terminology to the characteristics and needs of the audience.
Quality – Performance Improvement Focus	Understanding of quality management principles and practices. Identifying conditions that might affect the quality of a product or service. Constantly striving to do things better whilst focusing on the quality of service, delivery and job activity.
Team Work (Cooperation)	Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of one's behaviour on others.
Tenacity	Staying with a position or plan of action until the desired objective is achieved or is no longer reasonably attainable.
Planning & Organising	Establishing a course of action for self or others to accomplish work goals, appointments and activities; planning proper assignments of personnel and appropriate allocation of resources.
Work Standards and Self Management	Setting high goals or standards of performance for self and others; being dissatisfied with average performance; imposing standards of excellence on self rather than having standards imposed by others.
Values Diversity	<ul style="list-style-type: none"> • Understand the significance of the Treaty of Waitangi. • Display cultural sensitivity and values diversity. • Displays a willingness to work positively to improve opportunities for Maori. • Appreciate insights and ideas of all individuals and works effectively with these differences.

WORKING FOR ADHB – EXPECTATIONS OF EMPLOYEES

CITIZENSHIP

All employees are expected to contribute to the innovation and improvement of Auckland District Health Board as an organisation. This means:

- Using resources responsibly
- Models ADHB values in all interactions
- Maintaining standards of ethical behaviour and practice
- Meeting ADHB's performance standards
- Participating in organisation development and performance improvement initiatives
- Helping to develop and maintain Maori capability in ADHB, including developing our understanding of the Treaty of Waitangi and ways in which it applies in our work
- Raising and addressing issues of concern promptly

THE EMPLOYER AND EMPLOYEE RELATIONSHIP

We have a shared responsibility for maintaining good employer/employee relationships. This means:

- Acting to ensure a safe and healthy working environment at all times
- Focusing our best efforts on achieving ADHB's objectives

A performance agreement will be reached between the employee and their direct manager and/or professional leader containing specific expectations.

CONSUMER/CUSTOMER/STAKEHOLDER COMMITMENT

All employees are responsible for striving to continuously improve service quality and performance. This means:

- Taking the initiative to meet the needs of the consumer/customer/stakeholder
- Addressing our obligations under the Treaty of Waitangi
- Involving the consumer/customer/stakeholder in defining expectations around the nature of the services to be delivered and the timeframe
- Keeping the consumer/stakeholder informed of progress
- Following through on actions and queries
- Following up with the consumer/customer/stakeholder on their satisfaction with the services

PROFESSIONAL DEVELOPMENT

As the business of ADHB develops, the responsibilities and functions of positions may change. All staff are expected to contribute and adapt to change by:

- Undertaking professional development
- Applying skills to a number of long and short term projects across different parts of the organisation
- Undertaking such development opportunities as ADHB may reasonably require