

## Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	<b>Lead Change Specialist</b>
Service & Directorate:	Information Services
Location:	Greymouth
Reports to:	Change Team Lead
DHB Delegation Level:	
Number of direct reports:	0
Date:	October 2023

### Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing

We seek excellence through a culture of learning, enquiry, service and caring

### Our Shared Values and Behaviours

Kind <i>Manaakitanga</i>	Open <i>Pono</i>	Positive <i>Whaiwhakaaro</i>	Community <i>Whanaungatanga</i>
<b>Looking after our people:</b> We respect and support each other. Our hospitality and kindness foster better care.	<b>Being sincere:</b> We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	<b>Best action:</b> We are thoughtful, bring a positive attitude and are always looking to do things better.	<b>As family:</b> We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

### Our statutory purpose

To improve, promote and protect the health of our population

Promote the integration of health services across primary and secondary care services

Seek the optimum arrangement for the most effective and efficient delivery of health services

Promote effective care or support for those in need of personal health or disability support services

Promote the inclusion and participation in society and the independence of people with disabilities

Reduce health disparities by improving health outcomes for Māori and other population groups

Foster community participation in health improvement and in planning for the provision of and changes to the provision of services

Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility

## PURPOSE OF ROLE

Te Tai o Poutini is introducing a new patient management system called the South Island Patient Information Care System (SI PICS). Te Tai o Poutini will be the fifth of the five South Island districts to share the new system and has commenced an implementation project that will also see the phase out of the current patient management system, iPM.

A role within the project, that of Change Lead – SI PICS, will coordinate the organisational transformation activities associated with the adoption of SI PICS.

As a member of the SI PICS Project Team the Change lead will work with the SI PICS Steering Group and the project implementation team to introduce SI PICS and ensure that any organisational changes coincident with or because of SI PICS align with the capabilities of SI PICS. The primary focus will be the people side of any change, including changes to business processes, systems, and technology.

The lead change specialist plays a key role in ensuring projects (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage. This person will focus on the people side of change, including changes to business processes, systems and technology, job roles and organisation structures. The primary responsibility will be creating and implementing change management strategies and plans that maximize employee adoption and usage and minimise resistance. The lead change specialist will work to drive faster adoption, higher ultimate utilisation of and proficiency with the changes that impact employees. These improvements will increase benefit realisation, value creation, ROI and the achievement of results and outcomes.

The key responsibilities are:

- **Apply a structured methodology and lead change management activities**  
Apply a change management process and tools to create a strategy to support adoption of the changes required by the SI PICS project.
- **Support communication efforts**  
Support the design, development, delivery, and management of communications.
- **Arrange key personnel**  
Identify and foster change facilitators and enduring champions for SI PICS.
- **Assess the change impact**  
Conduct impact analysis, assess change readiness and identify key stakeholders.
- **Support training efforts**  
Provide input, document requirements, and support the design and delivery of training programmes.

## CVCompetencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

### Organisational Competencies

<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets firsthand 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
<b>Integrity and Trust</b>	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
<b>Drive for Results</b>	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.

<b>Managing Diversity</b>	Manages people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.
<b>Role Specific Competencies</b>	
<b>Planning</b>	Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments.
<b>Managing and Measuring Work</b>	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.
<b>Decision Quality</b>	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
<b>Priority Setting</b>	Spend his/her time and the time of others on what's important; quickly zeroes in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
<b>Problem Solving</b>	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
<b>Organisational Agility</b>	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind policies, practices and procedures; understands the cultures of organisations.
<b>Listening</b>	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
<b>Informing</b>	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
<b>Effective Communication</b>	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.
<b>Process Management</b>	Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
<b>Dealing with Ambiguity</b>	Can effectively cope with change: can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
<b>Innovation / Initiative</b>	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.
<b>Teamwork</b>	Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, and shows commitment to contributing to the team's success.
<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. Manages cultural ambiguity and conflicting priorities well.

KEY RELATIONSHIPS	
Within Te Tai o Poutini	External to Te Tai o Poutini
<ul style="list-style-type: none"> <li>• SI PICS team members</li> </ul>	<ul style="list-style-type: none"> <li>• SI PICS regional team</li> </ul>
<ul style="list-style-type: none"> <li>• SI PICS Governance group</li> </ul>	<ul style="list-style-type: none"> <li>• Orion Health (SI PICS)</li> </ul>
<ul style="list-style-type: none"> <li>• General Manager</li> </ul>	
<ul style="list-style-type: none"> <li>• Service Managers</li> </ul>	
<ul style="list-style-type: none"> <li>• Digital Team</li> </ul>	
<ul style="list-style-type: none"> <li>• Patient Administration Operational workforce</li> </ul>	

## PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>• Degree level qualification (in management, change Management related or a relevant business experience)</li> <li>• A relevant change management qualification or certification (e.g., PROSCI)</li> <li>• 8+ years' experience supporting change activities in complex organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Post-graduate qualification in relevant field.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Implementations of new applications, databases and operating systems</li> <li>• Experience leading change management workstreams in digital projects</li> <li>• Experience developing communication strategies, plans and resources.</li> <li>• Experience in managing complex resource models.</li> <li>• Competent and proficient understanding of a variety of health domain and the people dynamics.</li> <li>• Demonstrated experience in personnel management.</li> <li>• Hands on business consulting approach with excellent analytical, problem solving, report writing and presentation skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of process modelling</li> </ul>

	<ul style="list-style-type: none"> <li>• Demonstrated working with multiple stakeholders, both internal and external.</li> <li>• Proven ability to successfully facilitate and gain commitment to achieving a team effort.</li> <li>• Demonstrated ability in operating pro-actively, with initiative and ensuring effective and efficient systems are in place that support the organisation's functions.</li> </ul>	
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>• Strong familiarity with change &amp; project management principles &amp; methodologies.</li> <li>• Good working knowledge of a variety of current technologies</li> <li>• Can conform to shifting priorities, demands and timelines through analytical and problem- solving capabilities.</li> <li>• Ability to read communication styles of team members and contractors who come from a broad spectrum of disciplines.</li> <li>• Ability to bring project to successful completion through political sensitivity.</li> <li>• Must be able to learn, understand, and apply new technologies.</li> <li>• Ability to effectively prioritise and execute tasks in a high-pressure environment is crucial.</li> <li>• Can conform to shifting priorities, demands and timelines through analytical and problem- solving capabilities.</li> <li>• Strong interpersonal and relationship building skills</li> <li>• Strong communication skills, both written and verbal</li> <li>• Strong stakeholder management and client engagement skills</li> </ul>	
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Persuasive, encouraging, and motivating.</li> <li>• Ability to elicit cooperation from a wide variety of sources, including upper management, clients, and other departments.</li> <li>• Ability to defuse tension among project team, should it arise.</li> <li>• Strong written and oral communication skills.</li> <li>• Tenacious</li> <li>• Commitment and personal accountability.</li> <li>• Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Acts with discretion, sensitivity and integrity at all times.</li> <li>• Is adaptable and flexible – open to change (positive or negative).</li> <li>• Maintains an exceptionally high level of confidentiality.</li> <li>• Forward thinker, flexible, courteous, self-motivated.</li> <li>• Committed to continuous quality improvement.</li> <li>• Understanding of the DHB operating environment, capable of identifying issues and creating innovative solutions.</li> <li>• Can effectively identify, manage, initiate and influence change, and manage and support others through it.</li> <li>• Maintains performance &amp; self-control under pressure or adversity</li> <li>• Ability to be goal orientated and customer focused</li> </ul>
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## KEY RESULT AREAS:

Lead Change Specialist	
<ul style="list-style-type: none"> <li>• Complete key change management activities: stakeholder analysis, change readiness assessment, change impact assessments, role mapping, that leads into training needs analysis, training design and delivery.</li> <li>• Identify, analyse, and prepare risk mitigation tactics.</li> <li>• Identify and manage anticipated resistance.</li> <li>• Consult and coach project teams.</li> <li>• Create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan.</li> <li>• Support and engage senior leaders.</li> <li>• Coach managers and supervisors.</li> <li>• If applicable, support organisational design and definition of roles and responsibilities.</li> <li>• Coordinate efforts with other specialists.</li> <li>• Integrate change management activities into project plans.</li> <li>• Evaluate and ensure user readiness.</li> <li>• Manage stakeholders.</li> <li>• Track and report issues.</li> <li>• Define and measure success metrics and monitor change progress.</li> <li>• Support change management at the organisational level</li> <li>• Manage the change portfolio.</li> </ul>	
Key Accountabilities:	
Example of successful delivery of duties and responsibilities	
Lead Change Specialist – Planning Phase	
<ul style="list-style-type: none"> <li>• Create the change and engagement plan that will drive key change management activities such as stakeholder analysis, change impact assessments, change readiness assessment, and process mapping, that contribute to training needs analysis, training design and delivery, and successful uptake of the new system.</li> <li>• Assess the change impact.</li> </ul>	<ul style="list-style-type: none"> <li>• The project is supported to be successfully implemented across the organisation.</li> <li>• You conduct impact analysis.</li> <li>• You identify key stakeholders.</li> <li>• Organisational impacts are well understood.</li> <li>• You work with the Functional Specialist to undertake and document functional gap analysis between requirements and existing systems and provide recommendations on the appropriate course of action required.</li> </ul>

	<ul style="list-style-type: none"> <li>You define and measure success metrics and monitor change progress.</li> <li>You identify, analyse, and prepare risk mitigation tactics.</li> <li>You identify and manage anticipated resistance.</li> </ul>
<b>Lead Change Specialist – Development and Implementation Phases</b>	
<ul style="list-style-type: none"> <li>Coordinate efforts with other project team members.</li> <li>Support communication efforts.</li> <li>Work closely with the key stakeholders to assist in implementing clinical administration workflow improvement initiatives.</li> <li>Arrange key personnel.</li> <li>Support training efforts.</li> <li>Support testing efforts.</li> </ul>	<ul style="list-style-type: none"> <li>You work with the project manager to integrate change management activities into the project plan.</li> <li>You work with the project manager to ensure the project communications plan remains aligned to the activities of the project.</li> <li>You assist in identifying workflow improvements, workflow standardisation and preparation of work packages for project groups to support the transformation activities.</li> <li>You identify and recommend engagement of change facilitation resource, including enduring champions, as a result of the engagement plan.</li> <li>You support and engage senior leaders.</li> <li>You support organisational design and definition of roles and responsibilities.</li> <li>You support change management at the organisational level.</li> <li>You provide input and support the design and delivery of training for SI PICS.</li> <li>You provide input and support the design and delivery of user testing for SI PICS.</li> <li>You work with project testing, training, and systems groups to evaluate and ensure user readiness.</li> <li>You track and report issues.</li> <li>There is effective adoption, utilisation and proficiency with the changes that impact employees.</li> <li>The project work flows logically, and blockages and issues are flagged.</li> <li>You receive positive feedback on the contribution, advice and support provided to stakeholders.</li> </ul>
<b>Lead Change Specialist – Operational Phase</b>	
<ul style="list-style-type: none"> <li>Support initial operational activity post go-live.</li> <li>Assist in project closure activity.</li> </ul>	<ul style="list-style-type: none"> <li>The operational plan is implemented.</li> <li>The system operates effectively and efficiently.</li> </ul>
<b>Team and Individual Performance</b>	
Participate in and contribute to the internal management and functioning of the team.	
<ul style="list-style-type: none"> <li>Actively engage with and support colleagues, taking personal responsibility for ensuring effective working relationships with all team members promoting a one team culture.</li> <li>Contribute to team communication and learning activities.</li> <li>Can deal comfortably with Managers at all levels and work productively as a business partner.</li> <li>Participate in peer review of own and others work.</li> <li>Promote and adhere to the philosophy and values of the DHB mission and values.</li> </ul>	<ul style="list-style-type: none"> <li>Positive working relationships developed and maintained.</li> <li>Positive feedback received from managers and other clients across Southern DHB.</li> </ul>

Other Duties	
<ul style="list-style-type: none"> <li>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</li> </ul>	<ul style="list-style-type: none"> <li>You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.</li> <li>You produce work that complies with SDHB processes and reflects best practice.</li> <li>Research undertaken is robust and well considered.</li> </ul>
Professional Development – self	
Identifying areas for personal and professional development.	<ul style="list-style-type: none"> <li>Training and development goals are identified/agreed with your manager.</li> <li>Performance objectives reviewed annual with your manager.</li> <li>You actively seek feedback and accept constructive criticism.</li> </ul>
Health, Safety and Wellbeing	
Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems.	<ul style="list-style-type: none"> <li>You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures.</li> <li>You actively encourage and challenge your peers to work in a safe manner.</li> <li>Effort is made to strive for best practice in Health and Safety at all times.</li> </ul>
Treaty of Waitangi	
Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.	<ul style="list-style-type: none"> <li><i>Partnership</i> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other.</li> <li><i>Participation</i> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education.</li> <li><i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.</li> </ul>

Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

## CHANGES TO POSITION DESCRIPTION

From time to time, it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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Employee

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Date

.....  
Manager

.....  
Date