

Position Description | Te whakaturanga o mahi Health New Zealand | Te Whatu Ora

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| Title | General Manager | | |
| Reports to | Group Director Operations | | |
| Location | Canterbury / Waitaha | | |
| Department | GM Older Person's Health & Rehabilitation | | |
| Direct Reports | TBC (10-15) | Role FTE: 1,500 | 1 FTE – Executive Management |
| Budget Size | Opex | Capex | |
| Delegated Authority | HR | Finance | TBC |
| Date | August 2025 | | |
| Job band (indicative) | | | |

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations.
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well.
3. Everyone will have equitable access to high quality emergency and specialist care when they need it.
4. Digital services will provide more people the care they need in their homes and communities.
5. Health and care workers will be valued and well-trained for the future health system.

Te Mauri o Rongo – The New Zealand Health Charter

The foundation for how we ensure our people are empowered, safe and supported while working to deliver a successful healthcare system, is Te Mauri o Rongo – the New Zealand Health Charter. It guides all of us as we work towards a healthcare system that is more responsive to the needs of, and accessible to all people in Aotearoa New Zealand.

It applies to everyone in our organisation and sits alongside our code of conduct as our guiding document.

Te Mauri o Rongo consists of four pou (pillars) within it, including:

Wairuatanga – working with heart, the strong sense of purpose and commitment to service that health workers bring to their mahi.

Rangatiratanga – as organisations we support our people to lead. We will know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all.

Whanaungatanga – we are a team, and together a team of teams. Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe.

Te Korowai Āhuru – a cloak which seeks to provide safety and comfort to the workforce.

These values underpin how we relate to each other as we serve our whānau and communities.

Together we will do this by:

- caring for the people
- recognising, supporting and valuing our people and the work we all do
- working together to design and deliver services, and
- defining the competencies and behaviours we expect from everyone.

About the role [My ROLE Responsibility]

In close consultation with the Group Director of Operations (GDO) and in partnership with the Waitaha Clinical Leadership team the purpose of the role to:

- Ensuring the efficient and effective and delivery of services which meet Ministry of Health contractual obligations and relevant statutory obligations by maintaining an organisation that is flexible and responsive to change in the delivery of older persons health and rehabilitation services.
- Ensuring services are of a high quality by maintaining quality assurance systems that establish and monitor the standard of services provided.
- Connect and integrate hospital-based services with the wider health system.
- Preparing and recommending long range strategies and budgets in a timely manner and ensuring that the performance of functional areas is reviewed regularly.
- Ensuring information is provided to meet ongoing operational needs by the development and improvement of information systems.
- Developing and maintaining a positive employee relations environment by promoting the personal and professional development of staff and by operating effective human resources and policies.
- Support the ongoing development of services to meet the changing needs of our communities.
- Responding to and implementation of the Health New Zealand | Te Whatu Ora Hospital and Specialist Service Operating Model.

The General Manager in collaboration with the clinical team will be responsible for the leadership of their Services. They will lead the planning, procurement, delivery, monitoring and evaluation of their services whether that be in the home, in a primary or community setting, or in a hospital environment.

The role is expected to function at an executive level and is expected to serve as a strategic advisor to the GDO on one hand and serve as an implementor of best-practice across the areas of responsibility.

This role requires strong leadership, strategic collaboration, and advocacy to ensure that health services uphold the principles of Te Tiriti o Waitangi and contribute to meaningful, long-term improvements in health outcomes.

Group Context [Our TEAM Accountability]

As the General Manager, this role has responsibility for the Older Persons Health & Rehabilitation division based at Burwood Hospital, that encompasses inpatient and community-based services for Older Persons Health and Older Persons Mental Health;

Adult Rehabilitation including Spinal service, Burwood Surgical Service, Community Dental Service and shares accountability with their leadership teams to:

- Provide strategic leadership to ensure the work of Older Persons Health and rehabilitation services are aligned.
- Ensure the implementation of Health New Zealand | Te Whatu Ora programmes across the various services.
- Develop strong collaborative relationships with multiple external agencies to ensure that OPHR works effectively resulting in positive outcomes for our patients and our community.
- Build the people capability of the OPHR to make it happen and the process capability to do it effectively and efficiently.

Key Relationships and Engagement:

GDO and leadership team: Lead engagement with the GDO and rest of the leadership team to ensure that all services that the incumbent has oversight of, and is responsible for, are structured and delivered in a fair, consistent and best-practice way and within allocated budget.

Health and Social Service Providers: Strengthen relationships with Māori, Pacific, and mainstream health and social service providers, ensuring a holistic and integrated approach to health and wellbeing that reflects whānau ora and collective wellbeing models.

National Structures and Agencies: Coordinate efforts with national Office colleagues to ensure that service delivery is effective and efficient, and in line with national policy and guidelines.

Advocacy and Equity Leadership: Ensure that all processes and practices within the area of responsibility are equity-focused, patient-centric and promoting better health outcomes for all New Zealanders while addressing the historical and systemic inequities impacting Māori and Pacific communities.

The following responsibilities are crucial for achieving the goals for the service.

| Key Result Area | Expected Outcomes / Performance Indicators |
|---------------------------------|---|
| KEY DELIVERABLES | <p>Delivery of safe and effective services in partnership with clinicians</p> <ul style="list-style-type: none"> • Develop competent, motivated and well-trained staff who are focused on providing the best possible patient/client care by agreeing accountabilities and standards of performance and regularly providing feedback, taking corrective action as appropriate and acknowledging good performance • Monitor Service’s performance and take action as required to ensure services are delivered and actively seeks quality improvements • Maintain a safe environment for patients/clients, staff and the public including facilities and equipment. • Service delivery and capacity is managed within available resources. • Standards of care are assured and documented • Systems are in place to facilitate continuity of quality patient/client care, during the patient/client journey • Deliver on expected health targets as identified from time to time <p>Financial and Contractual Performance</p> <ul style="list-style-type: none"> • Appropriate financial, process and quality controls are in place with action taken to correct performance variance/gaps • Complete capital budget requirements • Manage operational budget as delegated by the GDO. • Monitor service performance and takes action as required to ensure compliance with contract and quality standards • Communicating to the team, the operational and financial issues and risks facing the service, and the plans for addressing areas of concern including opportunities for improvement • Service agreements are negotiated with relevant departments with specific performance targets established and agreed • Develop and manage an asset management plan for the Group <p>Planning</p> <ul style="list-style-type: none"> • Review purchaser requirements and develop the annual service plan complete with budget projections • Attainable and measurable objectives and targets will be developed and presented in the service plan • Provide remedial action when required, to ensure contract requirements are met through the development and implementation of strategies to correct performance aligned to established criteria • Debate issues constructively, working collaboratively with other service team members |
| Governance and Reporting | <ul style="list-style-type: none"> • Provide performance-focused reporting to the GDO, ensuring transparency and accountability on performance objectives, progress, and challenges, including identifying systemic barriers and underachievement of strategic priorities. • Offer specialist advice on areas of operational responsibility ensuring decisions are informed by best practice guidelines, national and regional policies and focussed on patient outcomes. |

| Key Result Area | Expected Outcomes / Performance Indicators |
|--|---|
| | <ul style="list-style-type: none"> Implement robust performance monitoring, including regular reviews, audits, and continuous improvement processes, to assess the effectiveness of initiatives and ensure measurable improvements in performance outcomes. |
| DELEGATION AND BUDGETARY DECISION | <ul style="list-style-type: none"> Approve routine expenditure within budgetary limits and is accountable for expenditure budget Make decisions within the service plan to meet service requirements Make significant decisions and decides medium issues in a large organisation Work autonomously with a high degree of independence within the Group to achieve the plan and problem solve complex issues as they arise. Maintain relationships with Strategic business partners. |
| Te Tiriti o Waitangi | <ul style="list-style-type: none"> Prioritise Māori health gain and champion equitable health outcomes for Māori, Pacific, and other underserved populations, ensuring that Te Tiriti o Waitangi principles are embedded across all levels of health service design and delivery. Support and advocate for tangata whenua- and mana whenua-led transformation, ensuring that Māori self-determination (mana motuhake) is central to the design, delivery, and monitoring of healthcare services. Strengthen pathways for Māori and Pacific leadership, actively improving attraction, recruitment, retention, and development of kaimahi Māori and Pacific health professionals, ensuring they are empowered to lead and shape the future of the health system. |
| Culture and People Leadership | <ul style="list-style-type: none"> Lead, nurture, and develop a team culture that fosters manaakitanga, ensuring all team members feel valued, supported, and empowered to contribute to improving service outcomes. Prioritise the development of individuals and teams to ensure Health New Zealand has the right skills, capabilities, and leadership diversity for the future. Provide visible and values-driven leadership, demonstrating commitment, urgency, and innovation while cultivating strong, mutually beneficial relationships with key internal and external partners. Implement and uphold People & Communications strategies that create an environment where employee experience, leadership growth, and performance development align with the organisation’s strategic and equity goals. Ensure the Business Unit’s culture evolves in alignment with Te Mauri o Rongo, fostering a unified and inclusive environment that strengthens local cultures. |
| Innovation & Improvement | <ul style="list-style-type: none"> Foster a culture of innovation where all team members, feel empowered to contribute ideas that enhance service delivery, and cultural responsiveness. Model an agile and adaptive leadership approach, embracing new ways of working that reflect best practice guidelines. |

| Key Result Area | Expected Outcomes / Performance Indicators |
|--|---|
| Collaboration and Relationship Management | <ul style="list-style-type: none"> • Demonstrate and model collective leadership, actively working with colleagues to break down silos and ensure that shared accountability drive decision-making and service delivery. • Strengthen partnerships with stakeholders ensuring the voices, aspirations, and lived experiences of Māori and Pacific communities are authentically reflected in the planning, design, and implementation of health services. • Uphold whakawhanaungatanga (relationship-building) as a key leadership value, fostering trust, mutual respect, and culturally grounded collaboration across all levels of the organisation and with external stakeholders. |
| Health & Safety | <ul style="list-style-type: none"> • Demonstrate leadership and accountability in Health and Safety, ensuring all strategies and initiatives prioritise the holistic wellbeing and safety. • Take all reasonably practicable steps to identify, eliminate, and mitigate risks and hazards in the workplace, ensuring a safe and culturally responsive environment for employees, contractors, and communities, alongside high-quality patient outcomes. • Champion a proactive approach to health, safety, and wellbeing, fostering a workplace culture that values both physical and mental wellbeing, including culturally safe practices that reflect the needs of the business. |
| Compliance and Risk | <ul style="list-style-type: none"> • Take responsibility for risk identification, reporting, and mitigation, ensuring that all compliance and risk management activities are timely and relevant. • Ensure full compliance with all relevant statutory, safety, and regulatory requirements. • Understand and operate within financial and operational delegations, ensuring that peers and team members are equally informed, and that resource allocation supports focused initiatives that improve health outcomes for all populations. |

Relationships

| External | Internal |
|---|--|
| <ul style="list-style-type: none"> • National, Regional and local functional groups • Intersectoral organisations as appropriate • NGOs • service providers | <ul style="list-style-type: none"> • District Leadership Team • Group Leadership teams • Business Advisors (e.g. HR, Finance, IS etc) • Clinical leaders and peers • Unions and employee groups • Clinical and Consumer Councils |

About you – to succeed in this role you will have

ESSENTIAL CRITERIA

Qualifications

- Post graduate qualification in leadership/management
- One or more academic degrees in a health-related discipline

Experience

- Extensive experience with 8+ years in health (including at least 5 years in leadership roles).
- Experience managing large, multidisciplinary (clinical) teams
- Proven financial and budgetary management
- Sound understanding of clinical services of the responsible Group

Business / Technical Skills

- An understanding of business, commercial and financial principles
- Demonstrates an understanding of continuous quality improvement
- Ability to comprehend and apply various business and other policies and Acts of Parliament relevant to the role.
- Comprehensive experience in business planning

Leadership Competencies

- Demonstrates the ability to drive self and others to deliver results.
- Collaborative, self-confident and not afraid to challenge the status quo.
- Manages the balance between meeting both organisational wide targets and budget requirements.
- Creates strong morale and spirit in the team to foster a feeling of belonging.
- Acts transparently and with integrity
- Demonstrates the ability to blend people into teams when needed to work autonomously e.g., leading project teams, participation in projects, forums

Key Attributes

- Proven Clinical Experience in a health environment
- Demonstrated evidence of people leadership skills.
- Proven experience with budget, contract and financial management.
- Superior communication skills, written and oral.
- Demonstrated ability to analyse and think conceptually and have a history of effective decision making.
- A strong commitment to the delivery of a quality customer focused service.
- Flexibility and ability to work through a changing and developing environment.

DESIRABLE CRITERIA

Experience

- Previous Service Manager, Operations Manager or General Manager experience (internal or external)
- Knowledge of the political, legislative or other external influences affecting the health sector.
- Experience in leading and developing teams within the health sector.

Business / Technical Skills

- Understanding of organisational dynamics and able to work effectively in a complex multi-professional workplace.
- Advanced IT skills.

This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.