

## CORPORATE OFFICE

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2 February 2021

9(2)(a)

### RE Official information request CDHB 10513

I refer to your email dated 16 December 2020, requesting the following information under the Official Information Act from the Canterbury DHB. Specifically:

- 1. All communications to and from board chair Sir John Hansen about the recruitment of the new CEO and six other vacant executive positions since September, 1, 2020.**

Please refer to **Appendix 1**, which contains all communications to and from Sir John Hansen regarding the recruitment of the new CEO and six other vacant executive positions since 1<sup>st</sup> September 2020.

**Please note:** Any correspondence with individual candidates has been excluded to protect the privacy of the individuals concerned. We are therefore declining to provide any further correspondence from Sir John Hansen pertaining to individual candidates' in the recruitment process pursuant to section 9(2)(a) of the Official Information Act, i.e. to "*protect the privacy of natural persons...*"

Additionally, some sections of the attached correspondence have been redacted as they are out of scope of the request.

- 2. The name of the recruitment company hired for the recruitment of the CEO and of the other executives, if applicable, and the cost of its services.**

A sub-delegation of the Canterbury District Health Board led the engagement process to appoint a recruitment consultant. Ernst Young nominated 6 potential suppliers to the DHB. That list was subsequently shortlisted and the final 2 suppliers were interviewed. Kerridge & Partners were the preferred supplier. An engagement letter was signed on 9 September confirming Kerridge's acceptance of recruitment for the following roles:

- Chief Executive
- Chief People Officer
- Chief Digital Officer
- Executive Director Finance & Corporate Services
- Executive Director Planning, Funding & Decision Support

As there is a limited number of potential suppliers offering recruitment services for these high-level roles, we are withholding details on the cost of services being charged by Kerridge & Partners due to commercial sensitivity. We therefore decline this part of the request pursuant to section 9(2)(b)(ii) of the Official Information Act, i.e. *“would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information...”*

### 3. The criteria/brief given to the recruitment company and how these criteria/brief was determined.

Regarding the CEO position, the Canterbury DHB provided Kerridge & Partners with the attached Statement of Accountability (**Appendix 2**) and Kerridge met with various groups across the health system to gain insights and feedback around the attributes expected from a new Chief Executive from different perspectives. Some (but not all) of these groups are listed in **Table One** below:

**Table One**

Groups Consulted on CEO Position
Canterbury DHB Executive Management Team
General Managers
West Coast Executive Management Team & Clinical Leaders
Canterbury Clinical Network
Manawhenua ki Waitaha
Clinical Board
Directors of Nursing
Union Reps
ASMS
Consumer Council
Disability Steering Group
Canterbury DHB Board Members & Quality Finance Audit & Risk Committee Members
West Coast DHB Chair & Deputy Chair

For the six other vacant executive positions, Canterbury DHB also provided Kerridge & Partners with Statements of Accountability for each of the roles. Kerridge then consulted with internal and external stakeholders to gather feedback and insight on the nature on the roles. As this process was conducted externally by Kerridge & Partners, Canterbury DHB does not hold the notes and formal documents detailing this feedback. We are therefore declining a response to this part of the request pursuant to section 18(g) of the Official Information Act, i.e. *“that the information requested is not held...”* However, also attached in **Appendix 2** are the six Statements of Accountability that Canterbury DHB provided to Kerridge & Partners for each of these executive positions.

The recruitment for the Executive Director of Nursing position and Chief Medical Officer position is being conducted internally by the Canterbury DHB through advertising and executive search techniques.

**4. Any communication, report, received by the CDHB about the recruitment of the new CEO and six other vacant executive positions since September 1, 2020.**

All communications and reports received by the Canterbury DHB about the recruitment of the new CEO and six other vacant executive positions contain identifiable and personal information about potential candidates and are therefore protected by the Privacy Act. As such, we are declining to provide any information pertaining to individual candidates' in the recruitment process pursuant to section 9(2)(a) of the Official Information Act, i.e. to "*protect the privacy of natural persons...*"

I trust this satisfies your interest in this matter.

You may, under section 28(3) of the Official Information Act, seek a review of our decision to withhold information by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz); or Freephone 0800 802 602.

Please note that this response, or an edited version of this response, may be published on the Canterbury DHB website after your receipt of this response.

Yours sincerely



Ralph La Salle  
**Acting Executive Director**  
**Planning, Funding & Decision Support**

**Kay Jenkins**

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**From:** Karalyn van Deursen  
**Sent:** Thursday, 3 September 2020 11:50 a.m.  
**To:** John Hansen; Peter Bramley  
**Cc:** Alex Taylor (Communications)  
**Subject:** DRAFT MEDIA RESPONSE FOR REVIEW  
**Attachments:** RNZ nine to noon 03 09 2020.docx

**Importance:** High

Hi John & Peter

As discussed pls see a draft response below to <sup>9(2)(a)</sup> questions related to resignations and recruitment. The reporter has also come to us today, again requesting an interview – we can reiterate our earlier response that you are not available for an interview.

[REDACTED]

Cheers  
kvd

Here are some questions from <sup>9(2)(a)</sup> for Sir John.

Who is now on the Executive Leadership Team since the departure/resignation of the seven members?  
What recruitment is underway? Nationally and internationally?  
Who is the new CEO?

[REDACTED]

Many thanks,

<sup>9(2)(a)</sup>

2<sup>nd</sup> lot of questions received today 3/9

Hello Karalyn,

I'd like to renew <sup>9(2)(a)</sup> bid for an interview with Sir John Hansen regarding the CDHB.  
Would he be available for a live to air interview with <sup>9(2)(a)</sup> tomorrow at 9.05am, or if live wasn't possible a pre record at 7.45am Friday 4 September?

If Sir John is not available at all – may I please have answers to the previously sent questions (below), by the end of today.

[REDACTED]

Many thanks

9(2)(a)

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*Please attribute the comments below to Sir John Hansen, Chair, Canterbury DHB*

### **Executive team resignations & recruitment**

With regard to Executive Team members, three left last week: Michael Frampton, Chief People Officer; Justine White, Chief Financial Officer and Carolyn Gullery, Executive Director of Planning, Funding and Decisions Support.

We have appointed a number of experienced people from within the organisation to acting executive management team roles for a period of up to six months (check?) while a recruitment process is underway.

Tomorrow (Friday) is the last day of work for Chief Executive David Meates, and we have appointed two people to cover the Acting Chief Executive role until the end of the year. \*Please refer to Appendix 1 for details of Acting Chief Executives Peter Bramley and Andrew Brant.

The Board is responsible for recruiting and appointing the Chief Executive. This will be a global recruitment process.

Recruiting to the Executive Management Team roles which are – or will soon become - vacant is the responsibility of the Acting Chief Executive. It's expected these roles are also likely to attract interest from international and NZ candidates.

We have three more Exec Team members who have resigned and will be leaving over the next few months: Executive Director of Nursing, Mary Gordon finishes on Friday 18 September; Stella Ward, Chief Digital Officer finishes on Friday 30 October, with Chief Medical Officer, Dr Sue Nightingale finishing on Friday 18 December.

The four remaining Executive Team members are: Evon Currie, General Manager, Population & Public Health; Hector Matthews, Executive Director, Maori and Pacific Health; Dr Jacqui Lunday Johnstone, Executive Director, Allied Health, Scientific and Technical and Karalyn van Deursen, Executive Director of Communications.

As Chair I have ongoing discussions with the Minister of Health, and they are private discussions which I will not be commenting on.

With regard to relationships between the Board and the management team, I have committed to supporting those in acting roles, and those remaining. We have an ambitious savings plan to deliver on before the end of June and it will require everyone in the organisation to play their part – and this is on top of business as usual and whatever happens with COVID-19 in the future.

Change can be stressful. I know that the management team have a range of wellbeing supports available to assist staff through what I acknowledge is an unsettling time with so many of their senior leaders leaving, many of whom have been in their roles for quite some time.

It's important to remember that while there's change happening in the leadership team, the majority of staff in the Canterbury Health System will continue to do their job and serve our community with exemplary health care services, and I want to recognise and acknowledge the professionalism of all health staff who will continue to do the right thing for patients and people receiving treatment, care and support.

*ENDS*

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## Kay Jenkins

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**From:** Kay Jenkins  
**Sent:** Monday, 7 September 2020 4:15 p.m.  
**To:** John Hansen  
**Subject:** Recruitment Company Meetings

Hi John,

Just in the process of setting up these meetings.

As the paper being ratified at the Board meeting states that the sub-committee will be appointed at the Board meeting do you want to wait until after that for the meeting with the consultants?

Also are you wanting them to come to the Board meeting? If so I will arrange with Anna for some more Board only time.

Cheers  
Kay

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## Kay Jenkins

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**From:** Kay Jenkins  
**Sent:** Thursday, 26 November 2020 3:45 p.m.  
**To:** Aaron Keown; Andy Dickerson; Barry Bragg ; Catherine Chu ; Gabrielle Huria; Ingrid Taylor; James Gough<sup>9(2)(a)</sup> [REDACTED] Jo Kane; John Hansen; Naomi Marshall  
**Cc:** Tiffany Cameron  
**Subject:** CEO Recruitment

Good afternoon everyone,

Could you please advise by return e-mail your availability for a one hour shortlisting meeting via zoom on Monday 7 December for the CEO Recruitment.

Regards  
Kay

*Kay Jenkins  
Executive Assistant Governance  
Canterbury District Health Board & West Coast District Health Board*

<sup>9(2)(a)</sup> [REDACTED]

## Kay Jenkins

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**From:** Kay Jenkins  
**Sent:** Wednesday, 2 December 2020 10:43 a.m.  
**To:** Aaron Keown; Andy Dickerson; Barry Bragg ; Catherine Chu ; Gabrielle Huria; Ingrid Taylor; James Gough<sup>9(2)(a)</sup> [REDACTED] Jo Kane; John Hansen - CDHB ; Naomi Marshall  
**Subject:** Note from Sir John re December 17 Board Meeting

Good morning everyone,

As you know our recruitment process for a new Chief Executive is progressing.

As this is one of the most important things the Board will do this year I have taken the decision to have a reduced Board meeting on 17 December and we will use the rest of the day for interviews for the CEO position.

The Board meeting will be held from 8am – 9.30am in the Board Room at Corporate Office. After that we will go off site for the interviews (details will be provided later).

We have chosen this day as everyone will have it reserved for the Board meeting.

Thanks for your assistance.

Regards  
John

*Kay Jenkins  
Executive Assistant Governance  
Canterbury District Health Board & West Coast District Health Board*

<sup>9(2)(a)</sup> [REDACTED]

## Kay Jenkins

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**From:** Alex Taylor (Communications)  
**Sent:** Monday, 7 December 2020 3:53 p.m.  
**To:** John Hansen  
**Subject:** RE: MEDIA ENQUIRY FW: CEO interviews and other executive recruitment[EXTERNAL SENDER]

Thanks John will send this when we send response once Andrew and Paul have got back to me re EMT.

**From:** John Hansen  
**Sent:** Monday, 7 December 2020 3:18 p.m.  
**To:** Alex Taylor (Communications) <Alex.Taylor2@cdhb.health.nz>  
**Subject:** Re: MEDIA ENQUIRY FW: CEO interviews and other executive recruitment[EXTERNAL SENDER]

Happy with that including the piece in red

Sent from my iPhone

On 7/12/2020, at 14:31, Alex Taylor (Communications) <Alex.Taylor2@cdhb.health.nz> wrote:

Hi all,

Please see below a request regarding the appointment of a new CE and EMT members.

**John** are you happy with the below response I have drafted to the first part (query the red?)

*The Board is responsible for recruiting and appointing a new Chief Executive.*

*In order to avoid prejudicing the outcome of the recruitment process, we will not be providing comment until a candidate has been appointed to the position. We expect to be able to make an announcement before Christmas.*

**Andrew/Paul** can you pls advise how you would like to respond to the second part:

are you still advertising for CEO and other executive vacancies? If so, could you send us links to the ads? What is the timeline for recruiting these positions? Have you started interviewing yet?

Ngā mihi  
Alex

**Alex Taylor**  
**Senior Media Advisor**  
Canterbury and West Coast District Health Boards  
T: 03 364 4122 or ext: 62122 | M: 027 567 5343  
Level 1, Corporate Office, 32 Oxford Terrace, Christchurch  
<image002.jpg>

**From:** 9(2)(a)  
**Sent:** Monday, 7 December 2020 2:04 p.m.

**To:** Alex Taylor (Communications) <Alex.Taylor2@cdhb.health.nz>

**Cc:** 9(2)(a)

**Subject:** CEO interviews and other executive recruitment[EXTERNAL SENDER]

Hey Alex,

I have just been told that the CDHB is doing interviews for its new CEO today. Could you please confirm this, and tell me more? Who is the CDHB interviewing for the position? How many candidates are you considering at the moment? Where are they from? What is the timeline for a recruitment decision to be made? Could you provide a breakdown of the candidates being considered by:

- gender
- ethnicity
- age group
- whether or not they have a background in health

Also: are you still advertising for CEO and other executive vacancies? If so, could you send us links to the ads? What is the timeline for recruiting these positions? Have you started interviewing yet? Deadline for this is 4pm tomorrow.

Ngā mihi,

9(2)(a)

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## Kay Jenkins

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**From:** Kay Jenkins  
**Sent:** Tuesday, 15 December 2020 9:26 a.m.  
**To:** Aaron Keown; Andy Dickerson; Barry Bragg ; Catherine Chu ; Gabrielle Huria; Ingrid Taylor; James Gough 9(2)(a) Jo Kane; John Hansen - CDHB ; Naomi Marshall  
**Subject:** Questions for Interviews  
**Attachments:** Questions for final interview.docx

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**From:** John Hansen [mailto:totaraa@xtra.co.nz]  
**Sent:** Monday, 14 December 2020 7:37 p.m.  
**To:** Kay Jenkins <Kay.Jenkins@cdhb.health.nz>  
**Subject:** Fwd: Questions

Kay could you circulate the attached questions received from Kerridge to board members.

Thanks

John

Sent from my iPhone

Begin forwarded message:

**From:** 9(2)(a) @kerridgepartners.com>  
**Date:** 14 December 2020 at 13:18:28 NZDT  
**To:** Barry Bragg 9(2)(a) John Hansen 9(2)(a)  
**Subject:** RE: Questions

Thanks Barry – I have included that question. See attached.

Ngā mihi

9(2)(a)

9(2)(a)

W: kerridgepartners.com

# STATEMENT OF ACCOUNTABILITY

## Chief Executive Officer

<b>ROLE TITLE</b>	Chief Executive Officer, CDHB and WCDHB.
<b>REPORTS TO</b>	Accountability to the Board, through the Chair.
<b>DIRECT REPORTS</b>	This role leads the Executive Management Team and General Manager Group.
<b>BUDGET</b>	This role has budgetary responsibilities and will recommend to the board and shareholders a long-term plan which is financially sustainable and delivers on the facilities and clinical needs of the organisations.

<b>OUR CULTURE</b>	At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.
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<b>MY ROLE RESPONSIBILITY</b>	<p>The Chief Executive Officer is responsible for providing overall leadership, direction and effective management for the development of health, and disability services for the people of Canterbury and the West Coast. The role is to take a lead across the Health System and in cross sector activity for the whole of Canterbury and West Coast in improving the populations health.</p> <p>The Chief Executive is accountable to the Chair and the Board who report directly to the Minister of Health. The role holds accountability for ensuring the CDHB and WCDHB meet its undertakings in the Funding Agreement with the Minister, its priorities outlined in the Crown Statement of Objectives, the health goals described in the New Zealand Health Strategy, particularly in the funding function as well as all relevant legislative/statutory requirements.</p> <p>The Chief Executive role holds a responsibility to provide leadership and direction to staff of CDHB and WCDHB and to maintain a focus on development of a strong culture reflective of the Organisations values and key behaviours.</p> <p>Specifically, the role is responsible for:</p> <ul style="list-style-type: none"> <li>• Living within our means by developing then executing a credible long-term operating and capital plans to provide effective and efficient health services for the CDHB and WCDHB communities within the available funding envelope.</li> <li>• Maintaining a strong and meaningful relationship with the Director-General of Health and sector staff and ensuring the CDHB and WCDHB deliver on its undertakings and accountabilities to the Ministry.</li> <li>• Establishing and maintaining effective relationships with Ngāi Tahu and key Māori partners. Ensuring the principles of Partnership, Protection and Participation are fundamental at all levels of operation within the CDHB and WCDHB. Work with Ngāi</li> </ul>
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Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.

- Delivering on the CDHB and WCDHBs accountabilities to the Board and informing and consulting the board in a timely and high-quality manner to ensure governance arrangements and procedures are adhered to.
- Provide visionary and strategic leadership by articulating the vision to ensure a shared understanding of direction. Making sure that there are strategic planning and monitoring processes in place and keeping the Organisations focused and committed to achieving its plans and goals. Leading the effective and efficient planning and funding of health and disability services for the Canterbury and West Coast populations.
- Building the capability of the Organisations to meet current and future demands through development of integrated systems and dedicated people processes. Promoting high performance expectations of staff and a commitment to excellence.
- Modelling and inspiring others to live out the CDHB and WCDHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's cultures aligned to these.
- Initiates, strengthens and maintains collaborative inter-agency networks and partnerships.
- Leading the delivery of the key projects to achieve and sustain financial break even with least possible impact on patient care.
- Leading financial management of the Organisations by ensuring the CDHB and WCDHBs annual plans are approved by the Board and Minister of Health and those plans are executed with appropriate risk assurances practices including delegations, reporting, and internal and external audit.
- Maintain public, government and sector confidence in funding decisions through good communication and evidence based, fair decision-making processes.
- Provide strong effective leadership for the Executive Management Team and General Manager Group. Provide direction, development and empower the team as a whole as well as individuals to drive organisational performance and culture.
- Inspire and lead positive change in the health sector through promotion of innovation and productivity, sector wide collaboration and monitoring and partnering internationally around best practice.

#### MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisations or a large area of within the organisations. They have responsibility for the long-term strategic direction and for connecting the organisations or their area to the wider system and sector.

- **Cultural Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Maori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.

- **Leads Strategically** - Think, plan, and act strategically; engage others in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance and improve outcomes for patients.
- **Leading with Influence** - Lead and communicate in a clear, impactful, and inspiring way; to influence others to embrace change and take action.
- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

#### Qualifications, experience, knowledge and skills:

- Experience as a Chief Executive.
- Financial expertise and a strong understanding of the impact on financial and organisational performance and activity outcomes.
- Preferable experience during his/her career in:
  - a large public health system either in New Zealand or with a system that has a similar funding model,
  - leadership as a senior executive in a major secondary and tertiary hospital facility,
  - providing quality cost effective and productive services in the primary NGO sector directly or through contracts.
- Knowledge of central and local government processes and policy, and in maximising the performance of the public health sector.
- A strong track record in building and retaining relationships with a diverse and complex network of service providers.
- Proven experience in building and motivating a team of skilled Executives and Clinicians towards a shared vision.

#### MY RELATIONSHIPS TO NURTURE

##### Internal

- Executive Management Team and General Manager Group
- Staff of CDHB
- Staff of WCDHB

##### External

- Chair and the Board
- Clinical Board
- Chairs of the:
  - Hospital Advisory Committee
  - Finance, Audit and Risk Committee
  - Community and Public Health and Disability Support Advisory Committee
  - Remuneration and Appointments Committee
- Quality & Patient Safety Council
- Health Services Planning Consumer Council (in process)
- Contribution and engagement with non-Hospital sector within the community:
  - Christchurch School of Medicine
  - Primary Health Organisations
  - DHBNZ
  - NGO Sector
  - South Island Shared Service Agency (SISSAL)
- Ministry of Health
- Other District Health Boards
- Ngai Tahu



- Public Health Organisations
- Other Social Service Agencies and relevant inter-sectorial Organisations (such as TLAs and local branches of Government Departments)

## OUR WELLBEING, HEALTH AND SAFETY

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.

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# STATEMENT OF ACCOUNTABILITY

## Chief Digital Officer

<b>TEAM</b>	Canterbury DHB and West Coast DHB Executive Management Team (EMT).
<b>ROLE TITLE</b>	Chief Digital Officer.
<b>REPORTS TO</b>	Chief Executive.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has large budgetary responsibilities.

**OUR CULTURE**

At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.

**OUR TEAM  
ACCOUNTABILITY**

As a member of the EMT, this role has shared accountability for:

- Leading and engaging the Canterbury DHB and West Coast DHB, Our Health System and key stakeholders across the New Zealand Health sector to build trust, common understanding and shared ownership.
- Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.
- Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.
- Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.
- Communicating, so that across Our Health System and within the Canterbury DHB and West Coast DHB, everyone remains aligned with and informed about plans, priorities and progress.

**MY ROLE  
RESPONSIBILITY**

The Chief Digital Officer is responsible for leadership of the Information Services Group [ISG] and for working with all clinical and operational stakeholders to discover and co-create the technology and digital direction and plan for Our Health Systems.

In assuming this responsibility, the role is required to become an effective and highly valued technology and digital partner of both the Canterbury DHB and West Coast DHB and a key enabler of the Purpose for Our Health Systems.

The role is specifically responsible for:

- Ensuring the principles of Partnership, Protection and Participation are fundamental at all levels of the Digital operation within the Canterbury DHB and West Coast DHB.

Work with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.

- Leading financial management of the Digital area by ensuring plans and budgets are approved by the Chief Executive Office and that they are executed with appropriate risk assurances practices including reporting, and internal and external audit as well as legislative compliance.
- Modelling and inspiring others to live out the DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's culture aligned to these.
- Holding accountability for the digital programme of work and ensuring quality and timeliness of delivery. Being across the digital information regulatory environment and ensuring compliance.
- Leading the strategic management of the technology, digital and innovation portfolios, at a local, regional and national level.
- Engaging the wider health system to discover, co-create and plan the direction for technology, digital and innovation and ensure this is an iterative process of continuous improvement.
- Ensuring the information system design, performance, reliability and security is of the highest standard and represents best practice.
- Working with clinical and functional EMT members [People and Capability; Planning, Funding and Decision Support; Finance and Corporate Services] to define and implement the policies, protocols and processes necessary for integrity of all patient, people and financial data.
- Nurturing relationships in the Canterbury DHB and West Coast DHB, across Our Health System and in the sector nationally and internationally as well as commercial strategic partnerships.
- Ensuring the DHB performs to expectations in its role as Regional Host.
- Playing a hands-on leadership role, alongside clinical and operational colleagues, in major technology and digital projects.

## MY CAPABILITY

To be effective and succeed in this role it is expected the person will have the following proven capabilities:

A person with this leadership focus is someone who has formal accountability for the organisation or a large area of the organisation. They have responsibility for the long-term strategic direction and for connecting the organisation or their area to the wider system and sector.

- **Culturally Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Maori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long-term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.
- **Leads Strategically** - Think, plan, and act strategically; engage others in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance and improve outcomes for patients.
- **Leading with Influence** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.

- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

**Qualifications, experience, knowledge and skills:**

- Technologically and digitally adept.
- Financial expertise and a strong understanding of the impact on financial and organisational performance and activity outcomes.
- Applied knowledge of the principles of Te Tiriti o Waitangi in a digital context.
- Proven experience in building and motivating others towards a shared vision, including a collaborative approach to leadership.
- Experience in leading large complex digital environments.

**MY RELATIONSHIPS  
TO NURTURE**

**Internal**

- Chief Executive
- EMT colleagues
- Senior Clinicians
- Director ISG and team
- General Managers
- Operations and Service Managers
- Canterbury DHB and West Coast DHB staff

**External**

- Canterbury DHB and West Coast DHB Board
- Ngai Tahu
- General Manager South Island Alliance
- Chair South Island Information Services SLA
- Third party providers
- National DHB's and Shared service providers
- Professional bodies
- Ministry of Health

**OUR WELLBEING,  
HEALTH AND  
SAFETY**

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.

# STATEMENT OF ACCOUNTABILITY

## Chief Medical Officer

<b>TEAM</b>	Canterbury DHB Executive Management Team [EMT].
<b>ROLE TITLE</b>	Chief Medical Officer.
<b>REPORTS TO</b>	Chief Executive Officer.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has large budgetary responsibilities.

### OUR CULTURE

At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.

### OUR TEAM ACCOUNTABILITY

As a member of the Executive Management Team (EMT), this role has shared accountability for:

- Leading and engaging the Canterbury DHB, Our Health System and key stakeholders across the New Zealand Health and disability sector to build trust, common understanding and shared ownership.
- Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.
- Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.
- Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.
- Communicating, so that across Our Health System and within the Canterbury DHB, everyone remains aligned with and informed about plans, priorities and progress.

### MY ROLE RESPONSIBILITY

The Chief Medical Officer is responsible for engaging with key stakeholders across Our Health System to lead change and champion key clinical initiatives that enable and support the Purpose of Our Health System. At the heart of this role is maximising clinical effectiveness and patient-centred care. This includes leading initiatives to enhance patient safety and outcomes.

The role will have a dual responsibility, working closely with Chiefs and Chairs and Clinical Directors, and as member of the EMT, to support the achievement of the Purpose of Our Health System. This requires bringing patient, whānau and clinical perspectives to the work of the EMT and ensuring clinical development aligns with the Purpose of Our Health System. In this regard, the Chief Medical Officer will work hand-in-hand with the Executive Director

of Nursing and the Executive Director of Allied Health to ensure an integrated patient-centric clinical strategy.

Specifically, the role is responsible for:

- Ensuring the principles of Te Tiriti o Waitangi of tino rangatiratanga, equity, active protection, options and partnership are fundamental at all levels of the Nursing operation within the Canterbury DHB.
- Work with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.
- Modelling and inspiring others to live out the Canterbury DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's culture aligned to these.
- Fostering strong effective clinical governance and leadership in partnership with the Executive Director of Nursing (EDON) and Executive Director of Allied Health (EDAH). Setting and driving clinical strategic direction and supporting the medical workforce to deliver the best care possible for our communities.
- Inspiring and leading positive change in the Health Sector through promotion of innovation, productivity, sector wide collaboration and monitoring and partnering internationally around best practice.
- Leading the organisations in ensuring a focus on Quality and Patient Safety. Setting professional standards for the Health System.
- Nurturing relationships in the Canterbury DHB, across Our Health System and in the sector nationally and internationally. Partnering with the Ministry of Health to support development of the national clinical strategy.
- Collaborating with Nursing and Allied Health to enable integrated clinical strategy. Representing medical matters to the EMT and fostering effective interchange between clinical groups and the EMT.
- Promoting the development of effective medical leadership and ensuring the training, development and resourcing of medical leadership roles is a continuing focus.
- Taking a lead role in emergency response for the Canterbury DHB.

#### MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisation or a large area of the organisation. They have responsibility for the long-term strategic direction and for connecting the organisation or their area to the wider system and sector.

- **Cultural Responsiveness** – Works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Māori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.
- **Leads Strategically** - Think, plan, and act strategically; engage others and partner with Māori in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance, ensure equitable outcomes for Māori and improve outcomes for our patients.

- **Leading with Influence** - Lead and communicate in a clear, inclusive and inspiring way; to influence others to embrace change and take action.
- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

**Qualifications, experience, knowledge and skills:**

- Vocational Practising Certificate – registered with or have the ability to be registered with the Medical Council of New Zealand.
- Proven experience in medical leadership and driving transformation while maintaining patient safety and quality in a large and complex public healthcare system
- A strong track record in building and retaining relationships with a diverse and complex network of people and service providers.
- Proven experience in motivating others towards a shared vision, including a collaborative approach to leadership.
- Preferable experience in a large public health system either in New Zealand or with a system that has a similar model.

**Desirable:**

- Other leadership qualification(s) (e.g. RACMA, MBA)

**MY RELATIONSHIPS  
TO NURTURE**

**Internal**

- Chief Executive Officer
- Executive Management Team members and their teams
- General Managers
- Chiefs and Chairs
- Clinical Governance Groups
- Canterbury DHB staff

**External**

- Canterbury DHB Board
- Other health and disability provider organisations across Our Health System
- Ngai Tahu
- Ministry of Health
- National CMOs
- Training providers
- Union partners
- SIAPO
- Canterbury Clinical Network
- Canterbury Initiative

**OUR WELLBEING,  
HEALTH AND SAFETY**

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.



# STATEMENT OF ACCOUNTABILITY

## Chief People Officer

<b>TEAM</b>	Canterbury DHB and West Coast DHB Executive Management Team [EMT].
<b>ROLE TITLE</b>	Chief People Officer.
<b>REPORTS TO</b>	Chief Executive Officer.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has large budgetary responsibilities.

**OUR CULTURE**

At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.

**OUR TEAM ACCOUNTABILITY**

As a member of the EMT, this role has shared accountability for:

- Leading and engaging the Canterbury DHB and West Coast DHB, Our Health System and key stakeholders across the New Zealand Health sector to build trust, common understanding and shared ownership.
- Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.
- Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.
- Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.
- Communicating, so that across Our Health System and within the Canterbury DHB and West Coast DHB, everyone remains aligned with and informed about plans, priorities and progress.

**MY ROLE RESPONSIBILITY**

The Chief People Officer is accountable for leading the People and Capability function partnering with the EMT, organisational leaders and the organisation at large to make sure the function delivers value across key people areas (including Business Partnering, Organisational Development, Employee Relations, Core Operations, Health, Safety and Wellbeing).

The Chief People Officer is responsible for ensuring the Canterbury DHB and West Coast DHB maintain a focus on development of a strong culture reflective of the Organisations values and key behaviours.



Specifically, the role is responsible for:

- Ensuring the principles of Partnership, Protection and Participation are fundamental at all levels of the People operation within the Canterbury DHB and West Coast DHB. Working with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.
- Leading financial management of the People and Capability function by ensuring the Canterbury DHB and West Coast DHBs people plan is approved by the Chief Executive Office and that the plan is executed with appropriate risk assurances practices including reporting, and internal and external audit as well as legislative compliance.
- Modelling and inspiring others to live out the Canterbury DHB and West Coast DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's cultures aligned to these.
- Building the capability of the People and Capability function to meet current and future demands through development of integrated systems and dedicated people processes. Making sure that there are strategic planning and monitoring processes in place and keeping the People and Capability function focused and committed to achieving its plans and goals.
- Providing strong effective leadership for the People and Capability Leadership Team by promoting high performance expectations and a commitment to excellence. Providing direction, development and empowering the team as a whole as well as individually to drive organisational performance, culture and equity.
- Delivering on the Canterbury DHB and West Coast DHBs Purpose and People Strategy and informing and consulting the Chief Executive Officer in a timely and high-quality manner to ensure governance arrangements, policies and procedures are adhered to.
- Leading the delivery of the key people projects to assist in achievement of financial break even with least possible impact on patient care.
- Inspiring and leading positive change through promotion of innovation, productivity, collaboration and monitoring around best practice people operations.

## MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisations or a large area of within the organisations. They have responsibility for the long-term strategic direction and for connecting the organisations or their area to the wider system and sector.

- **Cultural Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Maori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.
- **Leads Strategically** - Think, plan, and act strategically; engage others in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance and improve outcomes for patients.
- **Leading with Influence** - Lead and communicate in a clear, impactful, and inspiring way; to influence others to embrace change and take action.

- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

#### Qualifications, experience, knowledge and skills:

- Experience as a senior people Leader.
- Financial acumen and an understanding of the impact on financial and organisational performance and activity outcomes.
- Preferable experience during his/her career in a large public health system either in New Zealand or with a system that has a similar funding model.
- A strong track record in building and retaining relationships with a diverse and complex network of service providers.
- Proven experience in building and motivating a team of skilled people Leaders towards a shared vision.

#### MY RELATIONSHIPS TO NURTURE

##### Internal

- Chief Executive Officer
- EMT and General Manager Group
- People and Capability Leadership team
- Staff of CDHB
- Staff of WCDHB

##### External

- Canterbury DHB and West Coast DHB Board
- Chairs of the:
  - Hospital Advisory Committee
  - Finance, Audit and Risk Committee
  - Community and Public Health and Disability Support Advisory Committee
  - Remuneration and Appointments Committee
- Ministry of Health
- Other District Health Boards
- Ngai Tahu
- Public Health Organisations
- Other Social Service Agencies and relevant inter-sectorial Organisations (such as TLAs and local branches of Government Departments)

#### OUR WELLBEING, HEALTH AND SAFETY

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.

# STATEMENT OF ACCOUNTABILITY

## Executive Director of Finance and Support Services

<b>TEAM</b>	Canterbury DHB and the West Coast DHB Executive Management Team [EMT].
<b>ROLE TITLE</b>	Executive Director of Finance and Support Services.
<b>REPORTS TO</b>	Chief Executive Officer.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has a large budgetary responsibility and accountability for informing financing across the organisation.

<b>OUR CULTURE</b>	<p>At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.</p>
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<b>OUR TEAM ACCOUNTABILITY</b>	<p>As a member of the EMT, this role has shared accountability for:</p> <ul style="list-style-type: none"><li>• Leading and engaging the Canterbury DHB and West Coast DHB, Our Health System and key stakeholders across the New Zealand Health sector to build trust, common understanding and shared ownership.</li><li>• Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.</li><li>• Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.</li><li>• Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.</li><li>• Communicating, so that across Our Health System and within the Canterbury DHB and West Coast DHB, everyone remains aligned with and informed about plans, priorities and progress.</li></ul>
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<b>MY ROLE RESPONSIBILITY</b>	<p>The Executive Director of Finance and Support Services role is responsible for setting the overall financial direction, providing organisation wide visibility, guidance and direction around financial positioning, practices and activity to maintain long-term commercial sustainability and takes accountability for outcomes across the health systems.</p>
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Specifically, the role is responsible for:

- Ensuring the principles of Partnership, Protection and Participation are fundamental at all levels of the Financial operation within the Canterbury DHB and West Coast DHB. Work with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.

- Modelling and inspiring others to live out the DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's culture aligned to these.
- Delivering strategic and operational finance advice and visibility to the Governance Boards, Chief Executive, the EMT and General Managers, other Committees and service leads in the areas of finance, procurement and facilities, placing decision making processes as close to where activity occurs to empower our people to make informed financial decisions to deliver our services.
- Maintaining an oversight of financial and operational performance across the Health Systems through effective budgeting, financial reporting, forecasting, and control systems.
- Enabling organisation and system wide visibility of its fiscal positioning and performance through effective forecasting practices and processes to track expenditure trends against budgets and health demands forecasts in partnership with Planning and Funding.
- Developing effective asset management plans and affordability frameworks and actively prioritise financial strategies in line with the frameworks across Canterbury and the West Coast Health Systems.
- Implementing contemporary and effective procurement practices and annual procurement plans delivering operational savings to maintain appropriate services funding across the health systems.
- Driving change, quality and system improvements focusing on People, Services as well as Asset and Project Management and Benefits Realised by investment, through strong connections with Chief People Officer and Executive Director of Planning and Funding.
- Advising on wider impacts, benefits and risks of proposals, service or change and the associated cash flow across the whole health sector and the South Island region.
- Providing leadership, mentoring and professional direction to finance staff.
- Building and maintaining partnerships across executive and senior leadership, clinical as well as operational stakeholders to maintain the whole health systems approach to financial sustainability.

## MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisation or a large area of the organisation. They have responsibility for the long-term strategic direction and for connecting the organisation or their area to the wider system and sector.

- **Cultural Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Maori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long-term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.
- **Leads Strategically** - Think, plan, and act strategically; engage others and partner with Māori in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen financial sustainability [including organisational performance], ensure equitable outcomes for Māori and improve outcomes for our patients.

- **Leading with Influence** - Lead and communicate in a clear, inclusive and inspiring way; to influence others to embrace change and take action.
- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

**Qualifications, experience, knowledge and skills:**

- Have relevant tertiary qualification and be a Chartered or a Certified Practising Accountant (CA or CPA).
- Extensive strategic management experience leading a finance/corporate team in a large and complex organisation, system or industry.
- Experience of leading and developing financial strategies and reporting systems
- Strong financial and business acumen and an understanding of accounting theory and practice, with emphasis on modern management, system budgeting and planning.
- Understanding of process improvement, including mapping, analysis and redesign.
- A strong track record in building and retaining relationships with a diverse and complex network of service providers.
- Proven experience in building and motivating a team of skilled people leaders towards a shared vision.
- Preferable experience during his/her career in a large public health system either in New Zealand or with a system that has a similar funding model.

**MY RELATIONSHIPS  
TO NURTURE**

**Internal**

- Chief Executive Officer
- EMT, Senior Management teams and General Manager Group
- Finance and Support Services leaders and staff
- Quality Finance, Audit & Risk Advisory Committee (QFARC)
- Canterbury DHB and West Coast DHB staff

**External**

- Canterbury DHB and West Coast DHB Board
- Ngai Tahu
- Treasury
- Ministry of Health
- Banks and Financial Institutions
- Internal and External Auditors
- Taxation and financial consultants
- Legal Advisors
- Insurers
- DHBs' Support Services
- South Island Alliance
- New Zealand Health Partnerships
- Facilities related contractors and consultants
- Local Authorities
- CEs and EMT of other DHBs

**OUR WELLBEING,  
HEALTH AND SAFETY**

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.

# STATEMENT OF ACCOUNTABILITY

## Executive Director of Nursing

<b>TEAM</b>	Canterbury DHB Executive Management Team [EMT].
<b>ROLE TITLE</b>	Executive Director of Nursing.
<b>REPORTS TO</b>	Chief Executive Officer.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has large budgetary responsibilities.

### OUR CULTURE

At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.

### OUR TEAM ACCOUNTABILITY

As a member of the Executive Management Team (EMT), this role has shared accountability for:

- Leading and engaging the Canterbury DHB, Our Health System and key stakeholders across the New Zealand health and disability sector to build trust, common understanding and shared ownership.
- Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.
- Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.
- Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.
- Communicating, so that across Our Health System and within the Canterbury DHB, everyone remains aligned with and informed about plans, priorities and progress.

### MY ROLE RESPONSIBILITY

The Executive Director of Nursing is responsible for providing leadership and direction for nursing and articulating nursing's philosophy, goals and ethics of practice in relation to policy development, resource allocation, organisation goals and priorities and decision-making.

The role will have a dual responsibility, working closely with Directors of Nursing and as member of the EMT, to support the achievement of the Purpose of Our Health System. This requires bringing patient, whānau and clinical perspectives to the work of the EMT and ensuring clinical development aligns with the Purpose of Our Health System.

Specifically, the role is responsible for:

- Ensuring the principles of Te Tiriti o Waitangi of tino rangatiratanga, equity, active protection, options and partnership are fundamental at all levels of the Nursing operation within the Canterbury DHB.
- Work with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.
- Modelling and inspiring others to live out the DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's culture to be aligned to these.
- Providing advice and assistance in developing a Maori nursing workforce that reflects the Māori population, Māori values, and Māori models of practice as well as ensuring nursing staff are actively working to realise the aim of pae ora (health futures) for Māori.
- Promoting professional leadership within nursing, providing a strategic vision and direction for nursing which co-ordinates and integrates nursing services across boundaries.
- Providing expert opinion, direction and analysis to the Chief Executive Officer and EMT on policy, strategic planning or funding issues affecting the nursing workforce.
- Fostering clinical governance and leadership in partnership with the Chief Medical Officer (CMO) and Executive Director of Allied Health (EDAH)
- Acting as a nursing and patient advocate; advising and educating others in relation to national health trends, workforce issues and potential patient care outcomes.
- Ensuring the review and development of nursing service delivery systems to best address the needs of patients.
- Nurturing relationships in the Canterbury DHB, across Our Health System and in the sector nationally and internationally.
- Ensuring the promotion of quality systems across the DHB in conjunction with the CMO and EDAH.
- Establishing systems to ensure advice from diverse clinical areas including Māori Health, Mental Health, Public Health, Primary Health, Disability services, and Midwifery is incorporated into decision-making.
- Facilitating the development of workforce planning for nursing to ensure the ongoing development, retention of a suitably skilled workforce for the Canterbury regions.
- Developing a clinical nursing research culture within the DHB's.
- Advising on, and dealing with as appropriate, matters related to nursing legislation, eg Health Practitioners Competency Assurance Act, Nursing Council Code of Conduct, Medicines Act, Registered Nurse Prescribing, Code of Health and Disability Services Consumers Rights and other related health professionals' legislation.
- Taking a lead role in emergency response for the Canterbury DHB.

#### MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisation or a large area of the organisation. They have responsibility for the long-term strategic direction and for connecting the organisation or their area to the wider system and sector.

- **Cultural Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Maori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long-term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.



- **Leads Strategically** - Think, plan, and act strategically; engage others and partner with Māori in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance, ensure equitable outcomes for Māori and improve outcomes for our patients.
- **Leading with Influence** - Lead and communicate in a clear, inclusive and inspiring way; to influence others to embrace change and take action.
- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

#### Qualifications, experience, knowledge and skills:

- Demonstrated understanding of Maori workforce development issues.
- Demonstrated ability to form relationships at all levels and pull together diverse groups to reach shared understanding.
- Good understanding of the needs of the nursing profession and the issues facing it across both primary and secondary care settings as well as the ability to take an international perspective.
- A commitment to quality, innovation and experience with using complex data to inform decision making.
- A Post-graduate qualification in nursing and registration with the Nursing Council of New Zealand or eligibility to become so.
- Preferable experience with NZ tertiary services.

#### MY RELATIONSHIPS TO NURTURE

##### Internal

- Chief Executive Officer
- Executive Management Team members and their teams
- General Managers
- Directors of Nursing and Senior Nurses
- Director of Midwifery and Senior Midwives
- Canterbury DHB staff

##### External

- Canterbury DHB Board
- Other health and disability provider organisations across Our Health System
- Ngai Tahu
- Ministry of Health
- Nursing Council of New Zealand
- Professional and Regulatory Bodies
- Educational Institutions
- Nursing Unions

#### OUR WELLBEING, HEALTH AND SAFETY

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.



# STATEMENT OF ACCOUNTABILITY

## Executive Director of Planning and Funding

<b>TEAM</b>	Canterbury DHB and West Coast DHB Executive Management Team [EMT].
<b>ROLE TITLE</b>	Executive Director of Planning and Funding.
<b>REPORTS TO</b>	Chief Executive Officer.
<b>DIRECT REPORTS</b>	This role has people management responsibilities.
<b>BUDGET</b>	This role has a large budgetary responsibility.

**OUR CULTURE**

At our DHB, we are committed to honouring the principles of Te Tiriti o Waitangi by ensuring our partnership with Māori are at the forefront of all our conversations. We are also committed to putting people at the heart of all we do, so that we are all supported to deliver world class healthcare to our communities. This means we all behave with honesty, integrity and courage; doing the right thing by each other and our communities. We demonstrate care and concern for our own and others wellbeing. We believe that diversity and inclusion is critical to ensure we deliver the best care for our diverse communities. Therefore, we always respect and value everyone's differences. When making decisions we consider and seek a diverse range of viewpoints especially those from minority groups.

### OUR TEAM ACCOUNTABILITY

As a member of the EMT, this role has shared accountability for:

- Leading and engaging the Canterbury DHB and West Coast DHB, Our Health System and key stakeholders across the New Zealand Health sector to build trust, common understanding and shared ownership.
- Growing understanding of, and engagement with, the Purpose [vision and goals] for Our Health System.
- Defining and aligning system-wide direction and plans, establishing clear priority, making sure all parts of the system know the accountability they share and have clear and agreed responsibilities.
- Building the People capability across the system and within the business to make it [the direction and plans] happen and building the process capability to do it effectively and efficiently.
- Communicating, so that across Our Health System and within the Canterbury DHB and West Coast DHB, everyone remains aligned with and informed about plans, priorities and progress.

### MY ROLE RESPONSIBILITY

The Executive Director of Planning and Funding role is responsible for strategic planning and funding of health services across the Canterbury and West Coast health systems, including negotiations of targets and settlement of contracts, as well as measurement and monitoring of services' performance, identification of trends and opportunities for improvement, while maintaining a balanced focus on tertiary, primary and community-based services aligned with the Purpose of the health system.

Specifically, the role is responsible for:

- Ensuring the principles of Partnership, Protection and Participation are fundamental at all levels of Planning and Funding operation within the Canterbury DHB and West

Coast DHB. Work with Ngāi Tahu to give effect to tribal rangatiratanga as per the Ngāi Tahu Claims Settlement Act 1998.

- Modelling and inspiring others to live out the DHBs values and key behaviours and ensuring there is attention dedicated to developing the Organisation's culture aligned to these.
- Planning and funding of health services across Canterbury and the West Coast Health Systems.
- Negotiating and settling service agreements and contracts for services across Canterbury and the West Coast Health Systems.
- Negotiating with the Ministry of Health and other external parties around funding.
- Monitoring and reporting on the health systems' performance utilising the targets agreed by the Ministry of Health and other governance entities and parties.
- Utilising data efficiently and in a robust way to effect systems change and delivery of outcomes.
- Maintaining an up-to-date knowledge around future trends and demands on healthcare regionally and nationally to effectively support the short, medium and long-term strategic direction of the DHBs.
- Providing support, governance and sponsorship around projects that have large implications on the DHBs' service continuity and long-term strategic direction and targets.
- Developing targeted funding and saving strategies and plans to minimise financial spend while enabling the health systems to meet service demands.
- Carrying out ongoing business strategy development and planning to respond to potential natural disasters as well as regional and national emergencies.
- Prioritising and implementing health and disability policies and strategies, leading the development of new service plans and strategies in key health priority areas, and facilitating new drugs, technology and system integration across the health sector.
- Maintaining strong and effective transalpine alliance relationships.

## MY CAPABILITY

To be effective and succeed in this role it is expected the person will have proven capabilities against the Leads Health leadership focus:

A person with this leadership focus is someone who has formal accountability for the organisation or a large area of the organisation. They have responsibility for the long-term strategic direction and for connecting the organisation or their area to the wider system and sector.

- **Cultural Responsiveness** – works collectively with Māori to uphold the principles of the Te Tiriti o Waitangi and lead the DHB's in ensuring equitable outcomes for Māori.
- **Enhancing Social System and Sector Performance** - Work collectively across boundaries; to deliver sustainable and long-term improvements to the social system, sector and the people we care for.
- **Leading at the Political Interface** - Bridge the interface between government and the public sector; to engage political representatives and shape and implement the government's policy priorities.
- **Leads Strategically** - Think, plan, and act strategically; engage others and partner with Māori in the vision and values, and position teams/the organisation/the sectors to meet future needs of the people we care for.
- **Enhancing Organisational Performance** - Drive innovation and continuous improvement; to sustainably strengthen organisational performance, ensure equitable outcomes for Māori and improve outcomes for our patients.
- **Leading with Influence** - Lead and communicate in a clear, inclusive and inspiring way; to influence others to embrace change and take action.

- **Engaging others** - Connect with people; to build trust and become a leader that people want to work with and for.
- **Resilient and Adaptive** - Show composure, resolve, and a sense of perspective when the going gets tough. Helps others maintain optimism and focus.
- **Honest and Courageous** - Delivers clear messages and makes decisions in a timely manner; to advance the longer-term best interests of the people we care for.

#### Qualifications, experience, knowledge and skills:

- Experience in a Senior Strategic Leadership role transforming a large and complex system or industry.
- Strong data literacy and an ability to establish appropriate performance measures, identify trends and connections from various data sets and reports.
- Have strong report writing skills and an ability to communicate complex information in written form that is appropriate to the target audience.
- Financial acumen and an understanding of the impact on financial and organisational performance and activity outcomes.
- A strong track record in building and retaining relationships with a diverse and complex network of service providers.
- Proven experience in building and motivating a team of skilled people Leaders towards a shared vision.
- Preferable experience during his/her career in a large public health system either in New Zealand or with a system that has a similar funding model.

#### MY RELATIONSHIPS TO NURTURE

##### Internal

- Chief Executive
- Executive and Senior Management teams and General Manager Group
- Planning and Funding leaders and staff

##### External

- Canterbury DHB and West Coast DHB Board
- Ngai Tahu
- Treasury
- Ministry of Health and the Director General of Health
- Chief Executives of all Alliance Partners
- Board Chairs of all Alliance Partners
- Other GMs and Executives of Planning and Funding
- Professional and Regulatory Bodies
- Education Providers and Institutions
- Community Health Providers

#### OUR WELLBEING, HEALTH AND SAFETY

At our DHB, we're committed to promoting a culture where our people's wellbeing, health and safety is at the core of everything we do. We're committed to a healthy and safe working environment to enable everyone to return home safe and well every day. We're driving for a positive, inclusive, engaging culture where our people feel safe and engaged in their work.

We know that it's really important to look after yourself, in order to provide the best possible care to our community. We are all responsible for the health and safety of ourselves and each other. We need to work together to ensure wellbeing, health and safety risks do not put our people at risk of harm.