

Te Whakatūranga ō Mahi | Position Description

Kaitātāki - Senior Leadership

Title	Kaiwhakahaere Primary Health Practice Manager		
Reports to	Kaihautū (General Manager)		
Team	Te Kāhui Whakahaere		
Direct Reports	Medical Centre clinical and operational leads	Total FTE	1.0

Ko wai mātou | Our organisation

The kaupapa for Whaiora was first considered in 1995 at a hui at Papawai Marae, Greytown. Ngāti Moe hapu, led by Dr Janice Wenn and Kim Workman, structured a proposal for a 'by Māori for Māori' community-based health service for the Wairarapa. Initially Whaiora Whanui was developed under the umbrella of the Ngāti Kahungunu Māori Executive, Taiwhenua (NKMET). With the mandate from Wairarapa hapū, Whaiora Whanui became an autonomous entity and was established as a Charitable Trust on 13 December 2000.

Whaiora provides a range of community health and social services to the Wairarapa community, our boundaries are Pukaha Mt Bruce to Remutaka Summit, we also work with whānau in Eketahuna.

Our services also include a Very Low-Cost Access Medical Centre for Masterton residents.

VISION

Whānau Wairarapa / he pae ora
Whānau Wairarapa – healthy futures

MISSION

He rarapa i nga ahuatanga e u ai te ha o te ora / Fostering innovation to achieve wellness.

Tēnei tūranga | About the role

The Kaiwhakahaere Primary Health is responsible for leading the Whaiora Medical Centre as an efficient, sustainable and high-performing primary health service. The role holds overall accountability for the performance of the Practice, its people, operations, finances, contracts, compliance, risk and whānau experience.

Success means operating a sustainable business model that consistently delivers accessible, safe and high-quality care, a strong whānau experience and increasingly equitable health outcomes.

As a kaupapa Māori provider, our model of care fundamentally privileges Māori values, Māori experience and Māori outcomes. The Kaiwhakahaere is responsible for ensuring this is visible not only in our intent, but in how the Practice is designed, led, resourced and experienced by whānau.

Our approach must also reflect the realities of the people and rohe we serve. The Kaiwhakahaere will ensure the Practice understands the lived experience of Wairarapa whānau, including barriers to access, trust and equitable care, and responds accordingly.

The Kaiwhakahaere works alongside clinical leadership to maintain strong clinical governance, quality and safety, while holding clear accountability for the overall operational performance and sustainability of the Practice.

Ngā kawenga matua | Key accountabilities

Key Result Area	Expected Outcomes / Performance Indicators
Practice performance and sustainability	• Lead the day-to-day and long-term operational performance of the Medical Centre. • Maintain an efficient and financially sustainable operating model. • Manage budgets, revenue, expenditure, contracts and resources within agreed parameters. • Understand Practice performance and use timely operational and financial information to identify issues, make decisions and take corrective action. • Optimise workforce, capacity, access and resources without compromising quality, equity or whānau experience. • Continually test and adapt the Practice model, pathways and ways of working where existing approaches are not producing the experience, access, quality or equity outcomes required. • Maintain strong relationships and confidence with funders, PHO partners and other key stakeholders.
Whānau experience, equity and model of care	• Lead a whānau-centred model of care that privileges Māori values, Māori experience and Māori outcomes. • Actively listen to whānau and use their experience, voice and aspirations to shape service design, access pathways and improvement. • Understand the realities and barriers experienced by whānau within the rohe and use this knowledge to inform operational decisions. • Identify, challenge and remove service and system barriers that contribute to inequitable access, experience or health outcomes for Māori. • Ensure the Practice understands and responds to the needs of priority populations, including tāngata whaikaha. • Use whānau experience, access and equity of outcome as core measures of Practice performance. • Embed kaupapa Māori, mātauranga Māori, tikanga and Whaiora's Te Tiriti commitments into the everyday operation of the Practice. • Advocate for whānau where health-system settings, funding arrangements or pathways create barriers to equitable care.
People and leadership	• Build and lead a capable, collaborative and accountable multidisciplinary team. • Establish clear expectations for performance, behaviour and contribution. • Develop kaimahi capability, leadership and succession.

	• Promote kotahitanga and actively dismantle professional or operational silos that get in the way of whānau-centred care. • Foster a culture of manaakitanga, learning, integrity, cultural safety and continuous improvement. • Create an environment where kaimahi can raise concerns, challenge existing practice and contribute ideas for improving care. • Contribute as a member of Te Kāhui Whakahaere to the wider performance and strategic direction of Whaiora.
Quality, clinical governance and risk	• Work in partnership with clinical leadership to maintain effective clinical governance, patient safety and quality-improvement systems. • Ensure the Practice meets its legislative, contractual, accreditation, privacy, health and safety and organisational obligations. • Maintain effective systems for identifying, managing and escalating operational, clinical, financial, workforce and reputational risk. • Recognise and respond to risks to whānau trust, cultural safety, relationships and connection to kaupapa alongside conventional organisational risks. • Ensure incidents, complaints, audit findings, whānau feedback and performance information result in appropriate action and continuous improvement. • Provide the Kaihautū with clear and timely reporting on performance, emerging issues and material risks.

He aha te angitū | What success looks like

The Medical Centre:

- operates within a sustainable financial and workforce model;
- provides timely and equitable access to safe, high-quality primary care;
- is experienced by whānau as accessible, responsive, culturally safe and caring — not simply clinically effective;
- demonstrates improved and increasingly equitable outcomes for Māori;
- understands the realities of the people and rohe it serves and adapts its model of care in response;
- has a capable, accountable and connected workforce;
- meets its contractual, regulatory, quality and safety obligations;
- uses whānau voice, lived experience and performance information to learn and improve;
- challenges and changes systems or ways of working where they are not serving whānau well; and
- is recognised as a service where Māori identity, values, experience and aspirations are understood, respected and privileged.

Whānaungatanga | Relationships

Internal	External
• Kaihautū – General Manager • Te Kahui Whakahaere • Clinical Leadership • Medical Centre kaimahi & wider Whaiora teams	• Whānau / Hapū / Iwi / Marae • PHO & funding partners • Health & Social service providers • Community partners • Relevant local, regional & national health-system stakeholders

Ngā Āhuatanga | About you

You will bring	• Proven operational and leadership experience in primary health, healthcare or a comparable complex service environment. • Strong financial and business management capability, including budgeting, forecasting and performance management. • Demonstrated ability to lead multidisciplinary teams, build capability and manage performance and change. • Sound understanding of quality, risk, compliance and clinical governance within a health environment. • Ability to interpret operational, financial and service-performance information and turn it into action. • Strong judgement and the confidence to challenge established systems or practices where they are not producing the outcomes required. • Strong relationship-management skills across whānau, kaimahi, clinicians, funders and sector partners. • An understanding of the importance of local context, lived experience and whānau voice in designing and delivering effective primary healthcare. • A strong understanding of Te Tiriti o Waitangi and demonstrated commitment to kaupapa Māori service delivery. • The capability and conviction to lead a model of care that privileges Māori values, Māori experience and Māori outcomes. • High integrity, sound judgement and the ability to remain accountable in a complex and changing environment. Experience within primary care, kaupapa Māori or iwi-led health services, PHO funding arrangements and MedTech Evolution would be advantageous.
Ētahi atu mahi Other duties	• This position description identifies the primary accountabilities of the role. The Kaiwhakahaere may also be required to undertake other lawful and reasonable duties consistent with the position and its level of responsibility.

PLEASE SIGN TO ACKNOWLEDGE YOUR ACCEPTANCE OF THIS JOB DESCRIPTION.

Employee Name

Signature

Date

Employer Name

Signature

Date