

# National Public Health Service (NPHS) Consultation Document

Draft 0.1

**30 March 2023**

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## SECTION 1: Executive Summary & Foreword

**Tūngia te ururua, Kia tupu whakaritorito te tupe o te harakeke : Clear the undergrowth so that the new shoots of the flax will grow.**

*To change and to do things differently, we will need to leave some ways behind us.*



Before you begin to review the details of this document, I want to acknowledge our existing strengths as a National Public Health Service (NPHS). We have outstanding people working in our service who can innovate, develop and maintain meaningful relationships and make important contributions to Pae Ora. This has been particularly evident over the last three years as public health has been at the fore of keeping our communities safe and well. This service is resilient, with dedicated people all

wanting to achieve and enable our whānau and communities to improve their lives and live well.

I have heard from many of you over these past months. You have shared your frustrations with our current ways of working, but what has come through clearly is your passion for what you do; I want to thank you for sharing your views with me and the team. Your feedback has been helpful and has contributed to the thinking in developing this change proposal.

I see many benefits to the proposed structure I am sharing with you now, but as with all consultation processes, the real value is hearing your views and feedback on how we can improve the proposal to optimise our structure to deliver Pae Ora and ensure we can work as effectively and efficiently as possible to enable you all to support our communities in the future.

We won't have got the structure completely right and as always I'm being very upfront and honest in saying that this is genuine

consultation and we need your help and thinking to ensure we get it "righter"!

### Where we've come from

The NPHS brings together the people, skills and functions from 12 Public Health Units who worked within District Health Boards, Te Hiringa Hauora (Health Promotion Agency), the national Public Health Advocacy Team, and operational teams from Manatū Hauora (Ministry of Health) - including the National Immunisation Programme, National Screening Unit, much of the COVID-19 Directorate and some components of environmental health, border health and intelligence.

### Our new system, and the drivers for change

At the heart of the health system reforms is a commitment to embedding the special relationship between the Crown and Māori under Te Tiriti o Waitangi. Alongside Te Aka Whai Ora and the Public Health Agency within Manatū Hauora, the NPHS recognises our obligation to ensure that public and population health ensures all New Zealanders can achieve Pae Ora; that we partner with and invest in Iwi and Māori communities to support their aspirations for tino rangatiratanga; and in all of our work ensure we are advancing equity for Iwi and Māori communities. We are committed to developing and building a Tiriti dynamic workforce that will realise these obligations.

In addition to our commitment around Te Tiriti, we are also conscious of the interim Government Policy Statement (iGPS) on health. We are guided by the priority areas from the iGPS in considering our proposed future structure.

The NPHS is primarily responsible for operational planning and

delivery, and Te Aka Whai Ora also holds some delivery functions. We've been working with Te Aka Whai Ora to identify detailed operating models and structures at national, regional and local levels. This includes considering how we will work to support Iwi Māori Partnership Board aspirations at local levels. In partnership with the Public Health Agency, Te Aka Whai Ora also has a policy, strategy and monitoring function.

The NPHS has formed around functional pillars of Prevention, Protection, Promotion and Intelligence, that will collaborate as a team of teams. This includes new national functions like health protection and intelligence; new ways of working such as supporting Regional Integration Teams; and strengthened priorities such as delivering on our Te Pae Tata action areas to address the wider determinants of health, how we collaborate to deliver equity particularly for Māori and Pacific peoples, as well as ensuring we deliver equity for Māori as an Article III Te Tiriti right. This will require that we re-align some of our existing resources so we can work better together and re-organise ourselves to deliver effective public health services as efficiently as we are able.

We are now at the point that we need to bring our people together in the right roles, the right teams and the right functions to bring our NPHS operating model to life. We need to quickly build our capacity in some areas.

### Our new operating model

Our NPHS operating model integrates the functions for which NPHS is now responsible, and improves opportunities for collaboration by developing a networked national, regional and local design. You

## SECTION 1: Executive Summary & Foreword (continued)

will see in the proposed structure diagrams where we link in with key roles within Manatū Hauora and Te Aka Whai Ora.

### Development of our new operating model, including our proposed structure

Operating model development started over a year before Te Whatu Ora was established on 1 July 2022 when the Public Health Clinical Network put forward papers on what the NPHS could look like. The transition team, involving many of our NPHS kaimahi, took this quite a bit further over the first half of 2022. Finally, the NPHS Leadership Team has developed further detail on structure through seeing how things currently work, and understanding the functions of other parts of the new health system.

Through our proposed design, we aim to embed strong relationships with other Delivery Business Units within Te Whatu Ora like Commissioning, Pacific Health, Service Improvement and Innovation, Clinical structures and Hospital and Specialist Services. We are supported by Te Whatu Ora's Enabling Business Units for Finance, People and Culture, Legal and Communications. We are also strongly aligned with Te Aka Whai Ora's structure for public and population health.

### Scope

This section comments on the scope of our proposal where comments apply across more than one area of NPHS. In section 2 of this document, there are further comments on scope relating to specific areas.

I have already largely recruited our NPHS leadership team (Tier 3; those people who report directly to me). This document sets out our

Tier 3 structure and proposes further leadership roles across Tiers 4 and 5 that support these leaders and teams to deliver our work programme. It also proposes where reporting lines may shift so that we can integrate functionally similar teams across the NPHS.

In this initial phase you can see we have proposed changes mostly at a leadership level. This has meant we have needed to propose a change in reporting lines for many to ensure there is continuity of leadership. While we acknowledge this may be disruptive it also affords us the time to get your feedback on initial structures and the way we are thinking of organising ourselves before we look at future phases. Discussions are actively underway in regard to the many fixed term roles that are part of our COVID-19 response. We are proposing some change in reporting lines for these roles within this consultation, but these are subject to the outcome of discussions with Ministers and we will provide further information as soon as possible. We all recognise how challenging it is for you without long-term funding certainty and we are working as hard as we can on that. The NPHS will require some of our current COVID-19 roles in the long term to deliver functions that have become our core responsibilities since the pandemic started. I want to say thank you to those working in this area for your patience and understanding.

Enabling functions such as Data and Digital, People and Culture, Finance, Legal and Internal Communications are not part of this consultation as these roles will be included in the consultation documents from those respective Business Units.

After engaging with Te Whatu Ora Communications and Engagement team, it has been agreed we will keep our existing communications team within the Promotion function, to fulfil health promotion campaigns and marketing functions across the health sector.

This and other communications roles within the current NPHS may be subject to further adjustments as the broader Communications and Engagement team undergoes consultation in due course.

After engaging with Te Whatu Ora Commissioning teams, it has been agreed that NPHS would retain the majority of the commissioning cycle within public health services, where it relates to our core functions. We are proposing a purchasing team that would work with Commissioning to ensure that NPHS's purchasing of services is in line with the wider Te Whatu Ora commissioning approach.

We know there have been many different arrangements for specific parts of public health service delivery in our previous health system, and that some of these delivery teams are intricately embedded in other Business Units such as Hospital & Specialist Services (H&SS) or Commissioning. There is a broad intention to have more consistent alignment of public health services within NPHS, but this has not all been able to be achieved within the timeframe of this document. We intend to continue work on these areas. As an example, we are undertaking work (with H&SS and Te Aka Whai Ora) to understand where public health nurses are located across the system, and how we could better align public health nursing leadership and service delivery. We intend to have more information available within a few months.

A review of administrative support functions including Executive Assistants within NPHS will occur at a future time to ensure support is consistent across our service.

## SECTION 1: Executive Summary & Foreword (continued)

It is important to note that engaging in this consultation process will mark a great step forward in creating the service we all aspire to, but this is only the start of the transition to an improved way of working. Once we have confirmed our new structure, further work will be undertaken to ensure the teams they are responsible for are fit for purpose and there may be some further consultations as we work through this process. We must also ensure we take the time to focus on embedding the structure, the culture change we strive for, and the process and system improvements which will all contribute to our future success as an organisation.

### Feedback

Your feedback is important – we want to hear from you to capture your feedback. We will be using the online feedback tool ‘What Say You?’

Your feedback is invited on everything proposed in this paper and further detail of how to feedback can be found in section 6 of this document.

Hui/fono will be arranged as part of the engagement process for NPHS as you may prefer to provide feedback via this mechanism. Main points will be captured from these sessions and uploaded into the ‘What Say You’ feedback tool.

### Engagement

The NPHS Leadership Team will host online sessions where you can learn more about the proposal for the NPHS and the operating model – both in its entirety and concentrating on specific parts. They are also undertaking a large number of in-person meetings around Aotearoa to provide you an opportunity to ask questions and

understand the proposal; most of you will have the opportunity to attend an in-person session near or at your usual place of work. Your feedback is vital to ensuring that we give ourselves the best possible starting point to support our transformation.

### Acknowledgement of change

Alongside the excitement of opportunities for strengthened public health in the new health system, we are very aware that there is uncertainty about what proposed changes might mean, and also concern about the impact and timing of changes on a sector that has been through a lot in recent times.

For roles that are proposed to be disestablished, we acknowledge the distress that this can cause. It is very important to note that where there are proposed role disestablishments, there are also a significant number of proposed new roles being established. A disestablished position does not necessarily mean the same thing as redundancy. We want our NPHS people to know that we are proposing our roles so that they fit the new system, and we encourage our NPHS people to apply for any confirmed new roles. New roles will be based at any of our locations unless there is a robust justification why this is not feasible.

Our leaders are fully committed to working with you to help to work through the impact of changes, once decisions are made. We know it will take time to fully implement our new ways of working, and our leaders stand ready to embrace that alongside you.

At the heart of our future success is the culture we create to ensure this is a place where we all feel valued and enjoy working. I want us to work together to build a culture that is collaborative and innovative and where accountabilities and responsibilities for every role are clear.

I want us to create a safe environment, where we are not afraid to call one another out on unsafe practices or behaviours that don’t fit our values and I want to see increased sharing of ideas, innovation and improvement to the way we deliver to our community.

Your feedback in creating this improved structure and cultural ways of working is vital to this change process being successful so we are providing an approach that is as engaging as possible. We will provide a number of opportunities for you to engage with us and for us to provide support to you when required, so please look out for these details.

Ngā mihi

Nick Chamberlain

## SECTION 2: Our Proposal

### Simplify to Unify

Our next phase of change aims to **achieve nationally planned and co-ordinated consistency, to empower regional implementation and integration, and to enable locally tailored delivery of care.** We are working towards flat structures over time, with minimal layers. In this next phase we aim to:



#### Achieve nationally planned and co-ordinated consistency

by reducing duplication, establishing centres of expertise and co-ordinating national networks to enable consistency.



#### Empower regional implementation and integration

through Regional Integration Teams and Networks to enable service planning at a regional level and contribute towards equitable access and coverage.



#### Enable locally tailored delivery of care

through Localities establishment, hospital networks and partnerships with local communities.

The changes we are proposing across our enabling and delivery teams aim to achieve:

**Enabling services:** Reduced duplication through nationally co-ordinated and regionally integrated business support, streamline to reduce frontline time spent on non-clinical activity.

**Delivery services:** Clear accountability for delivery of patient facing care, organised to identify and reduce inequity of access across regions and population groups, networked to support clinical leadership and patient/whānau voice in decision making.

Before describing the proposed future state, it is worthwhile clarifying leadership levels within the organisation and appropriate terminology.

Term	Definition
Tier 1	Chief Executive of Te Whatu Ora
Tier 2	Direct reports to Chief Executive – National Directors
Tier 3	Direct reports to Executives – Regional Directors and functional Directors
Tier 4	Direct reports to regional Directors and functional Directors – Group Managers
Tier 5	Direct reports to Group Managers

Please note these are not related to financial delegation levels.

### Proposed Future State

Our proposed changes flow from our proposed operating model. The NPBS operating model has developed over the past year:

- We used the Pae Ora Bill and related Cabinet decisions to confirm the functions that the NPBS would be responsible for, alongside those of Te Aka Whai Ora and the Public Health Agency.
- From there, we developed a 'day 1 operating model' that focused on ensuring we had a safe landing space for the teams that shifted to NPBS.
- Our new Tier 3 leaders (the people in the NPBS Leadership team) have worked to understand the detail of their teams, how work is done, and who was involved. They did this by talking to and learning from our teams; many of our people have been involved in workshops or meetings or provided information to help with this process. Work continues to be done to ensure we have a detailed understanding of functions.
- Meanwhile, our change team collaborated with wider Te Whatu Ora and Te Aka Whai Ora teams to ensure we avoided duplication and gaps with respective operating models.

## SECTION 2: Our Proposal

- We shared our proposed future state operating model with you at the end of January in one of our wānanga, and via email.

The above work, and feedback along the way, has driven the proposed structures outlined in this consultation document.

What came through in our operating model development was a strong understanding of how public health values are reflected in our people, and a sense of pride in areas of work that have made a difference to our communities. There was also an expression of frustration at some current system designs limiting public health aspirations of equity and wider well-being, including limiting collaboration opportunities.

Our proposed structure continues our tradition of strong local public health, with a focus on connecting local teams with communities and working with neighbours as part of a regional public health service. We are proposing a number of regional roles to support this regionally co-ordinated service. We want to address the variation in capacity and in some cases skills between our local public health services, and our proposed structure would reduce this variation by sharing our specialist resources to provide equitable services across the motu.

In addition to regionally co-ordinated public health services, we propose some nationally focused teams to support, enable and provide a consistent backbone of specialist advice, co-ordination and national programmes for the benefit of the whole country. We have been gifted national responsibilities such as health protection and intelligence, and with the COVID-19 pandemic becoming part of our 'new normal', we are proposing to integrate the interim Outbreak Response and Protection teams. We are also proposing to re-organise the structures within the national health promotion and health prevention functions, to ensure that those teams reflect and can fully participate in our NPNS way of working.

We envisage our actions should be built on strong evidence. To enable this, we are proposing to bring our local public health intelligence workforce into four regional teams within the Intelligence function. It is proposed they would join intelligence colleagues currently working in the Prevention and Promotion functions, for whom we also propose changing reporting into the Intelligence function.

### Benefits

As part of our new operating model, our proposed new structure would contribute to Pae Ora through allowing the NPNS to:

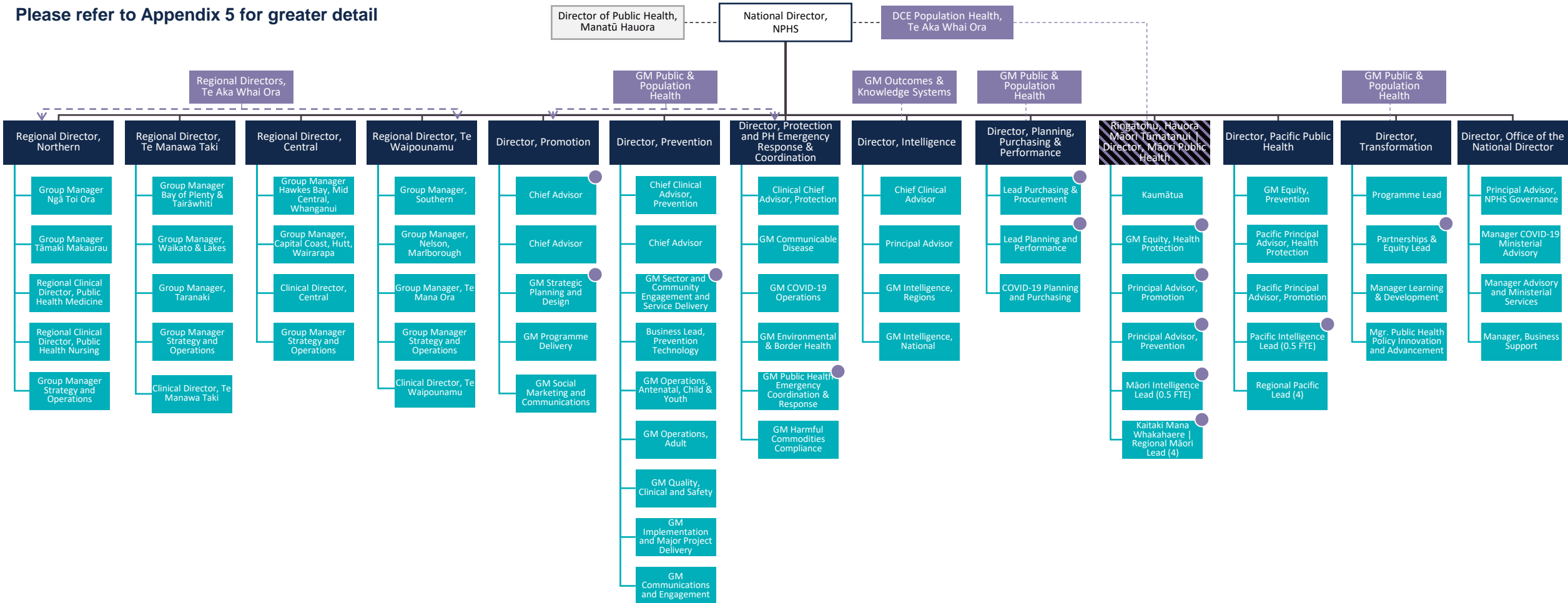
- have a strong equity focus;
- support us to deliver on our Tiriti obligations;
- support our people to deliver high quality public health services wherever they work within the service;
- help unlock the opportunities that being a national service provides us by developing ways to enhance and share best practice;
- work into, and with, wider teams within Te Whatu Ora and Te Aka Whai Ora;
- optimise our efficiency by bringing together similar functions, reducing unnecessary duplication and standardising where it makes sense to do so;
- retain local public health teams, but provide better regional co-ordination through developing our regional services and national support, so that local teams are able to focus on connecting with and enabling communities to achieve well-being; and
- unleash the potential of population health by integrating previously separate services, so that we can start to deliver better health for our communities and better value for the health system.

## SECTION 2: Our Proposal (continued)

- Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
- Te Aka Whai Ora role
- Role with accountabilities to Te Aka Whai Ora

### Proposed NPHS organisational structure, Tier 2 – 4

Please refer to Appendix 5 for greater detail





## SECTION 2: Our Proposal (continued)

### Office of the National Director

The Office of the National Director plays a key role in supporting the National Director, governance cycle, and co-ordination of National Director-led products. It is the home for advisory and Ministerial services relating to the NPHS.

The Office also provides advisory and business support to the Leadership Team members, including in developing NPHS-wide processes and practices to enable the operational and business delivery of a high functioning NPHS. The Office also supports Directors to ensure we have high quality written advice and business casing across the NPHS.

The team maintains some key linkages with wider Te Whatu Ora stakeholders, such as the Office of the Chief Executive, Government services team, governance secretariats and the Enabling Business Units and business partners. Beyond this, the Office ensures we have strong relationships and collaboration with Te Aka Whai Ora, the Public Health Agency, Manatū Hauora and wider stakeholders.

#### Proposed changes:

- New Roles as outlined in Appendix 2.
- The bringing together of business support functions from other areas of NPHS to provide a central point of support.

### Hauora Māori Tūmatanui Māori Public Health and Pacific Public Health

The Hauora Māori Tūmatanui function ensures that our obligations under Te Tiriti o Waitangi and advancing equity for Māori are embedded in all aspects of the NPHS work programmes and that staff are equipped to achieve this.

To support our NPHS workforce to succeed as public health leaders and as people of culture we propose a Village Model across NPHS. In Hauora Māori Tūmatanui, that is the Papa Kāinga Model that ensures professional and cultural leadership and support to all Māori workforce across the NPHS. This proposed structure allows Hauora Māori Tūmatanui to support NPHS in:

- enacting our obligations under Te Tiriti o Waitangi;
- supporting Iwi and Māori communities to realise their well-being aspirations;
- rapidly expanding and developing our Māori workforce; and
- growing and developing the capability of our non-Māori workforce to provide a culturally safe service.

Whakawhanaungatanga is central to the success of the NPHS operating model. Te Aka Whai Ora is establishing a Public and Population Health Team and our Ringatohu, Hauora Māori Tūmatanui/Director, Māori Public Health will have a reporting line to Te Aka Whai Ora. The Hauora Māori team in the Public Health Agency and the Māori Health Directorate of Manatū Hauora are important partners.

Although many Pacific communities are thriving, overall, Pacific peoples in New Zealand experience significant and long-standing health inequities compared with many other groups. Achieving equitable health outcomes for Pacific peoples is a priority for the National Public Health Service, therefore a Pacific Public Health function would support and enable the wider National Public Health Service to succeed and empower Pacific Communities.

In the Pacific Public Health function, the Village Model is the Fonofale Model that ensures professional and cultural leadership and support to all Pacific workforce across the NPHS. This structure allows the Pacific Public Health function to support all of NPHS in:

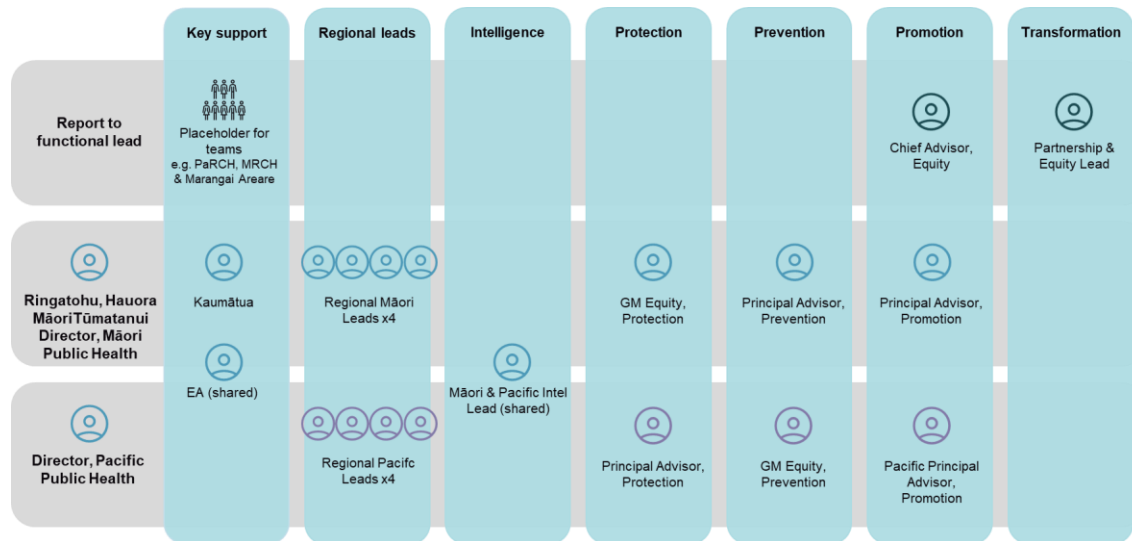
- providing flexible and responsive Pacific support and advice to the whole of NPHS;
- coordinating and integrating a Pacific health approach across NPHS;
- supporting aiga and Pacific communities to realise their well-being aspirations;
- further building and developing our Pacific Public Health workforce; and
- growing and developing the capability of our non-Pacific workforce to provide a culturally safe service.

Talanoa is central to the success of the NPHS operating model. The Pacific Public Health function will

## SECTION 2: Our Proposal (continued)

work in collaboration with Te Whatu Ora's Pacific Health Business Unit and the Public Health Agency's Pacific team as important partnerships.

The proposed equity roles at Tier 4 within the NPHS would predominately report to the Ringatohu, Hauora Māori Tūmatanui | Director Māori Public Health and / or Director Pacific Health as outlined in the diagram below. We are keen to achieve our Te Tiriti-dynamic aspirations and embed an equity by design approach for all population groups into all our work and this design allows a critical mass of some of our key staff to support that momentum. Equity as a whole-of-NPHS responsibility is organised as an Equity Nucleus in a Community of Practice to provide leadership, best practices, support and training in relation to equity. The Equity Nucleus gives our external partners, including Te Aka Whai Ora, Ministry of Pacific Peoples and Whaikaha, some visibility of the NPHS work programme. The Equity Nucleus is led by the Directors of Hauora Māori Tūmatanui and Pacific Public Health.



### Proposed Changes:

- New Roles as outlined in Appendix 2.
- Hauora Māori Tūmatanui proposes a matrix across Intelligence, Promotion, Prevention and Protection and the Regional functions. These positions are organised in two Kaupapa teams:
  - Te Ope Mana Taurite: focused on equity for Māori, supporting an equity community of practice and the relationship with Pacific Public Health; and
  - Te Ope Tiriti o Waitangi: focused on NPHS's Tiriti obligations, equity as an Article III right and supporting Te Aka Whai Ora.

### Intelligence

The Intelligence function enables data-driven and evidence-based decisions. The current intelligence workforce is highly skilled yet sparse and dispersed, with some services having extensive analytical or evidence teams, and other services and communities having access to little to none. The work programmes, processes and products of our Public Health analytical teams vary in content, depth and approach.

We are proposing a new way of working that brings together the people in our data, analytics, intelligence and evidence functions, into a unified national intelligence function. This focus on national, regional and local collaboration would ensure consistent evidence, information and intelligence is available in all regions, and there is sharing of work and best practice. The individuals in NPHS Intelligence would be one team, who work towards a shared strategic direction and collaborate on shared work programmes. Our proposed activities are outlined below.

Note: Most roles shown in this Equity Nucleus are Tier 5, that is, reporting to the Ringatohu, Hauora Māori Tūmatanui or Director, Pacific Public Health, or the relevant NPHS LT functional Director (i.e. Intel, Protection, Prevention, Promotion, or Transformation)

## SECTION 2: Our Proposal (continued)

### Intelligence core activities

These are the key activities for the NPHS Intelligence function. The order is not a linear process, and all activities influence each other and therefore can't be seen in isolation. Some people in the NPHS Intelligence team are across all activities, whereas others specialise in some.

Partner	Plan and transform	Work with data	Communicate
<p><b>Strategically and operationally partner with key stakeholders across the wider data, intelligence and public health system to ensure we deliver trusted intelligence that is fit for purpose.</b></p> <p><b>Our main partners:</b></p> <ol style="list-style-type: none"> <li><b>Data and Digital</b> We articulate NPHS Intelligence's unique needs and influence decisions on things like shared infrastructure, data governance (including Māori, Pacific and other data sovereignty), and data lifecycle management so that they can act as enablers for the NPHS Intelligence vision</li> <li><b>Local public health teams and service providers, communities, Equity and Te Tiriti partners</b> We listen to understand needs, gaps and aspirations</li> <li><b>Experts</b> We collaborate with a wide range of experts to help contextualise, provide insight, peer review and validate our processes and products</li> </ol>	<p><b>Work strategically to set the direction and priorities for NPHS Intelligence, and to continuously improve the quality of intelligence processes and products.</b></p> <ul style="list-style-type: none"> <li>Coordinate and oversee work programmes</li> <li>Create strategic and sustainable solutions to improve the Intelligence system, such as the automation of reports, use of software, and the uplift of products</li> <li>Best practice standards and guidelines</li> <li>Peer review</li> <li>Sharing knowledge and capability</li> <li>Evaluate impact of intelligence products</li> <li>Iterate questions, evolve and develop products that are fit-for-purpose</li> </ul>	<p><b>Ask the right questions, transform data into usable information, and contextualise data and information to provide meaningful intelligence.</b></p> <ol style="list-style-type: none"> <li><b>Prepare</b> <ul style="list-style-type: none"> <li>Critically evaluate problems and scenarios to ask informed questions, develop and validate analysis plans</li> <li>Prepare the data for analysis - understand the reliability and credibility of the data and information</li> </ul> </li> <li><b>Analyse</b> <ul style="list-style-type: none"> <li>Analyse to transform data into useable information</li> <li>Use predictive analytics to look ahead as well as understand the current state</li> <li>Triangulate different data sources and information to come to a comprehensive understanding, to create meaningful intel</li> </ul> </li> <li><b>Interpret</b> <ul style="list-style-type: none"> <li>Contextualise information with experts to create intelligence, including with stories from communities and providers, to understand the issue and create models to enable effective public health action</li> </ul> </li> </ol>	<p><b>Communicate and disseminate the findings</b></p> <ul style="list-style-type: none"> <li>Collaborate with end users to tailor the presentation of findings</li> <li>Use reports, dashboards, narratives, websites and other media to disseminate findings</li> <li>Work with intelligence end users to receive and integrate feedback on findings and presentation</li> <li>Ensure intelligence created contributes to the body of evidence, through publication and dissemination</li> </ul>

### Develop our workforce

**Grow and strengthen our workforce, through collaboration and other development opportunities.**

- Build capacity and capability
- Shared learning and development opportunities
- Create options for rotations and secondments, within NPHS and with our partners (e.g. from ESR to NPHS)

## SECTION 2: Our Proposal (continued)

A co-ordinated approach for Intelligence would allow for capacity and skillsets to be placed where the need is, and for individuals and teams from across the system to come together to work on common projects or for learning opportunities. A shared strategic direction would help to identify and prioritise Intelligence initiatives for the benefit of teams in all locations, support an overarching work programme to achieve Pae Ora for all communities, and reduce ad hoc and duplicative work.

### Proposed Changes:

We propose creating a national Intelligence team of teams, using a hub and spoke model.



Key elements of this model include:

- Central co-ordination and advisory function to reduce duplication, create consistency, support processes and platforms for the sharing of best practice and intelligence products, and provide oversight over a shared work programme. It would have a key role in creating networks and Communities of Practice, and provide the linkage to Intelligence functions in other agencies including Te Aka Whai Ora, Manatū Hauora, the Public Health Agency, ESR, and Te Whatu Ora’s Service Improvement and Innovation Business Unit.
- Bringing together the teams currently in Outbreak Response, Prevention and Promotion teams into the national Analytics and Reporting, Evidence and Evaluation, and Improvement teams. This would allow for the creation of core analytical teams that can work together on issues that cross programme or disease boundaries, and explore opportunities for efficiencies, improvements and shared learnings.
- Bringing together our analytical and evidence workforce in local Public Health services to create four regional Intelligence teams. This would provide a core group that can work together to provide access to high quality intelligence for all parts of a region, and the sharing of capacity and capability. While those currently working in local services or in specific programmes would become part of a virtual regional team, remaining located and embedded in the local service is crucial – to be the eyes and ears for the region or function, and to continue supporting the team on the ground. NPHS Intelligence also needs to work with local experts and teams to make sure the data is understood and interpreted correctly. This includes clinicians, equity leads, epidemiologists, researchers, community groups, and others. There would also be close collaboration with Data and Digital, and intelligence teams in Te Whatu Ora and Te Aka Whai Ora, to reduce duplication.

The hub and spoke diagram above describes how we would work together as teams of teams. We expect this to evolve over time.

## SECTION 2: Our Proposal (continued)

### Regional Public Health Services

The bulk of the NPHS workforce sits in local Public Health Services, under the leadership of four Regional Directors, who also form part of the Te Whatu Ora Regional Integration Teams and the NPHS Leadership Team.

Regional Directors envisage a regional public health service where most of our people continue to work locally, supported by a team who co-ordinate strategy and operations for the region. In proposing this regional structure, Regional Directors have been mindful to balance available resources whilst also trying to progress the desired system shifts. The model proposed is built around the need to ensure that the way we work builds on current best practice, expertise and moves towards a networked approach to improve how we deliver for whānau and communities. Regional Directors are also mindful that the Regional Integration Teams provide a valuable mechanism to contribute to and influence broader regional work across the health system, and our structure must enable quality participation in that forum.

#### Proposed Changes:

- New Roles as outlined in Appendix 2.
- Group Managers across our regions are proposed to lead our 'team of teams' in delivering innovative public health across the core functions for their communities and whānau. These roles are different to the current Service Managers in that they will focus on public health leadership and relationships with communities, localities, and IMPBs with the day-to-day management of business operations transferred to a small regional team. This move provides efficiencies in administration and releases the public health leaders to find opportunity to deliver innovative services that address equity, especially for Māori whānau and communities. We intend to confirm a te reo name for the Group Manager roles.
- New regional Clinical Director roles, with a flexible split in FTE between medical and nursing leadership in each region.
- A new Group Manager Strategy and Operations role in each region to lead a team that will provide the planning, policy, reporting, operations, strategy, communications and public health emergency management support for the region. We intend to confirm a te reo name for these roles.
- There are two proposed changes to the current local public health service boundaries in the Central and Te Manawa Taki regions (see organisation charts). We propose public health teams are configured to support optimal service levels to communities, including communities where the greatest health gains are sought, and assist the public health recovery of regions most impacted by recent weather events. This will enable collaboration with other parts of Te Whatu Ora, at local or regional level to support cross-system delivery and accountability. We are aiming to align with other health service delivery arrangements to the greatest extent possible. Where there are residual differences in local boundaries, we are working with our colleagues in other parts of the system to ensure that there is seamless service delivery for communities.
- The proposed Regional Māori Leads and Regional Pacific Leads, outlined under the Māori and Pacific Directors above, along with the Group Managers, Managers Strategy and Operations and Clinical Directors would form part of the NPHS regional leadership team.
- At a local level, under the leadership of the Group Managers, we propose Manager Community and Whānau Well-being roles, Manager Health Protection roles, Medical Leads and Nursing Team Leads to support public health nursing teams in areas where this service sits within NPHS. In the Northern Region it is proposed that instead of local Medical and Nursing Team Leads there is both a fulltime Clinical Director Public Health Medicine and a Clinical Director Public Health Nursing. This reflects the unique situation in this region.
- At a regional level, under the leadership of each Group Manager Strategy and Operations, would be a team that supports the delivery of high quality public health services including three roles focusing on operations, planning, policy and performance, and public health emergency management. The Northern region would have a Manager Clinical Operations to support the large clinical team, but it is proposed that this role would provide advice to service leads in other regions.
- Intelligence workforce would shift into the Intelligence function but continue to provide operational support for the day-to-day intelligence needs of the region.

## SECTION 2: Our Proposal (continued)

### Transformation

The Transformation team supports our people through change to deliver a future focused NPHS working towards Pae Ora.

As a newly established team for the reform period, we have a mix of roles to deliver our NPHS establishment work programme. Learning and development, and an embedded approach to partnership ways of working in our programmes, will be needed long-term across the NPHS and those roles/teams are not proposed to change. We have a number of roles which are fixed term because they are linked to specific projects to help establish core NPHS infrastructure in the first years of the new system. These are not proposed to change because they are already time-limited to their specific project.

#### Proposed Changes:

- New Roles as outlined in Appendix 2.
- The Transformation team includes the Public Health Innovation and Advancement Team (PHIAT) (formally the Public Health Advocacy Team). The health sector change has meant a need to emphasise the role that this team plays in coordinating and leading tactical approaches to specialist policy input from within the NPHS, and linking with Te Aka Whai Ora and other teams within Te Whatu Ora to do this. There is correspondingly less emphasis on the communication aspect of policy strategy, and as a result we propose an adjustment to the roles in this team to ensure the leadership, evidence-to-policy and co-ordination aspects are highlighted.
- The proposal for the PHIAT roles would allow the team to have a co-ordinated point of contact between NPHS and the Public Health Agency, Te Aka Whai Ora policy team, wider Te Whatu Ora advisory teams, and our NPHS regional policy teams, so that the NPHS delivers robust input to those agencies that lead on policy development. As this team would lead the co-ordination between NPHS regions, it also aims to ensure that our four proposed Regional Public Health Policy Advice and Strategy Managers are able to be tightly aligned with advice that they give into local or regional policy processes.

### Promotion

The Promotion function delivers and influences Te Tiriti-led, evidence-based health promotion initiatives that support all New Zealanders to live healthy lives.

We work directly with whānau and communities to design and deliver this work across the health promotion continuum, and influence our colleagues, partners, stakeholders and other participants in the health system to embed health promotion in the work they do.

**Proposed Changes:** We are proposing a reshaped national Promotion function, with a strong focus on connecting to our local public health services and teams across Te Whatu Ora and Te Aka Whai Ora, but with many of our core functions remaining. Much of what we're proposing to change relates to our new context within Te Whatu Ora and the NPHS, and looking to make sure our unique capabilities can be used to embed health promotion across NPHS.

#### Proposed Changes:

- As discussed in the Intelligence section, we're proposing that some of our research and evidence teams will move to Intelligence to make sure we're taking an evidence-led approach to all our services across NPHS. We're proposing to keep some specialist skills within Promotion where they're closely aligned to particular work programmes, such as Alcohol, and all our programme teams would continue to work closely with their research, evidence, and evaluation colleagues.
- Social Marketing and Communications would continue to be a critical part of what we do. We see opportunities to bring together the social marketing function/s across the NPHS and Te Whatu Ora. There are also opportunities for the Communications function within NPHS to work with colleagues across the national Promotion, Prevention and Protection functions, as well as with Te Whatu Ora's Communications and Engagement team through our business partner relationships.
- National health promotion plans would work in a matrixed way, drawing on evidence and expertise from the Intelligence function, and coordinating with regional leads on planning and delivery of health promotion. The matrix approach also allows for linkages with Prevention and Protection in a responsive manner, this is particularly so for the Social Marketing and Communications functions of Health Promotion.

## SECTION 2: Our Proposal (continued)

- A new Group Manager Strategic Planning and Design is proposed. This role would provide strategic leadership and advice on Health Promotion initiatives, informed by evidence and the intersection with Te Tiriti and equity. Their teams would challenge thinking and approaches to ensure Health Promotion programme approaches are innovative and bold, and reflect the most recent advice, research and understanding of determinants of health, Te Tiriti and equity. They would work across NPBS and would provide the connection point for regional Health Promotion leadership from our local public health services.
- We propose a Group Manager Programme Delivery. This role would be responsible for overseeing the successful delivery of Health Promotion programmes for Aotearoa. Teams reporting to the GM, Programme Delivery would be structured to reflect priority areas within Te Pae Tata, including Maternal and Child Health, Youth Well-being, Mental Health, Alcohol, and Well-being.
- The two Chief Advisor roles are proposed to ensure that the connections across the NPBS, Public Health Agency and Te Aka Whai Ora are maintained and strengthened and to ensure continuity of health promotion at a national level. The first role is Chief Advisor Te Tiriti and Equity; this role would provide critical linkages across the public health system and ensure that Te Tiriti and equity is at the forefront of all health promotion activities at a national and regional level, linking across national and regional teams. The second role is Chief Advisor Social Environments; this role would continue to ensure that as a health promotion function the wider determinants of health stay at the forefront of planning and delivery nationally and regionally by acting as a connector, particularly with the Public Health Agency and other relevant agencies, depending on the work programme.

Our Corporate Services function, which has supported our operation as a standalone Te Hiringa Hauora, is not shown in the structure we are consulting on. We expect this function to be included in Enabling Business Unit consultation processes, and for teams to be able to comment on any proposed change at that time. This means no change is proposed to these teams as part of this consultation.

### Prevention

In Prevention, our purpose is to enhance and maintain the wellness of people and their whānau in Aotearoa across their life journey. We do this work by partnering with our providers to deliver high quality, equitable and mana-enhancing Prevention services.

Currently Prevention is comprised of two separate business units, the National Screening Unit (NSU) and the National Immunisation Programme (NIP). We're proposing to bring these business units together where there are opportunities to share capabilities to better plan and deliver services, but maintain distinct and strong national clinical and operational leadership to ensure there is clear ownership and accountability of the critical services we deliver.

We see some opportunities to take a life course approach, and Screening and Immunisation both require a focus on accessibility throughout the life journey of the individual and their whānau. These touchpoints often provide an opportunity for an integrated service delivery model depending on the stage of an individual's life journey. Such an approach also better reflects how commissioning and service collaboration will happen between NPBS, Commissioning and Te Aka Whai Ora.

Our goal in bringing together the design of these services is to build a foundation that allows for further services to be incorporated as part of our preventative services package and create a more holistic approach to the delivery of prevention services and better support population well-being.

Te Tiriti o Waitangi and equity will be the key focus across the Prevention function. This means ensuring that equitable accessibility to Prevention services is embedded from strategy to implementation. To ensure this is delivered on, the function is working towards a co-governance model within its internal governance structures (operational, project and clinical governance).

### Proposed Changes:

- We are proposing to consolidate national functions that can be shared most efficiently between immunisation and screening, including sector and community engagement and service delivery, operations, quality, clinical and safety and major project delivery.

## SECTION 2: Our Proposal (continued)

- Most critically though, we need to maintain the uniqueness of different parts of immunisation and screening, and ensure we maintain programme specific leadership and expertise. These functions would be supported by a Chief Advisor and a Chief Clinical Advisor that would provide strategic, population health and clinical advice across the Prevention portfolio. Communications would continue to provide strong campaign, engagement, and communications expertise for all Prevention programmes.

We are proposing the following over-arching national functions:

- Sector and Community Engagement and Service Delivery would serve as an advisory and operational support for the function and be focused on forming a strong link between regions and the national teams. We will leverage the existing system-wide relationships of the people of Prevention to build the new engagement model and practices:
  - At a national level, the function would focus on connection with Te Aka Whai Ora and into wider Te Whatu Ora including the Commissioning Business Unit.
  - In the regional area, the function would have specific roles that would link into spaces and key roles such as the Commissioning Wayfinders.
  - At a local level, we expect the Prevention function to predominantly act as a provider of supportive national technology, communication, workforce development and other services that support local providers to deliver services that match their populations' needs.
  - In addition, this function includes future service design and innovation as well as national service planning. This would be underpinned by the 'life course model'. The function would maintain close links to our partners in Te Aka Whai Ora, Te Aho o Te Kahu, the Public Health Agency, Whaikaha and the wider health system to ensure there is a joined-up approach.
- Operations would be focused on local and regional operational planning and delivery. The key role here would be to provide national coordination across the delivery of Prevention services and the maintenance of the services.
- Implementation and major project delivery would serve as the change management branch of delivery. It would support the implementation of future thinking from the Innovation function. This

may involve major changes to service design or more day-to-day change management within technology.

- Quality, clinical and safety – this function would provide clinical oversight across all functions to ensure the Business Unit is delivering on evidence-based services. The function would also collaborate with NPHS Intelligence for the continuous monitoring and evaluation of Prevention services and lead and co-ordinate on incident management and consumer complaints. In addition to this function, a Chief Clinical Advisor for Prevention will sit on the leadership team to provide overarching clinical leadership of the Prevention function, with specific population health and clinical programme expertise sitting in the quality, clinical and safety teams.

### Health Protection and Public Health Emergency Co-ordination and Response

This proposed combined function includes Communicable Disease Control, Environmental Health, Border Health, compliance activities related to harmful commodities (e.g. tobacco and vaping) and public health emergency co-ordination and response. Health Protection forms part of an integrated approach to public health.

Currently the functions are distributed across regional and national Health Protection and Outbreak Response services. In addition, new functions have been transferred to Te Whatu Ora from Manatū Hauora. There is also significant COVID-19 infrastructure relating to the Government's response to COVID-19.

The aims of this function are to:

- prevent and mitigate the impact of infectious disease, environmental, chemical and radiological threats;
- protect and reduce harm from harmful commodities, such as tobacco and alcohol;
- empower whānau and communities through access to healthy environments;
- ensure a Te Tiriti responsive workforce that reflects the population we serve with a workforce that are well trained, skilled, engaged and technically and culturally competent;
- enable evidence-based decisions that empower people to take action and make decisions at the right level;



## SECTION 2: Our Proposal (continued)

- develop and adopt common procedures, data sets, and digital tools; and
- provide national readiness and response for public health emergencies.

The national team would enable regional and local delivery by:

- providing national expertise in health protection to benefit the whole country;
- implementing the learning and experience from COVID-19 including co-ordination of public health readiness and response;
- responding to strategic priorities around harmful commodities such as vaping and tobacco compliance;
- driving consistency, efficiency and equitable outcomes across public health services; and
- ensuring the provision of critical mass cover, for 24/7 on-call health protection services.

### **Proposed Changes:**

- Integrating the Health Protection and Outbreak Response teams into a new function – Health Protection and Public Health Emergency Co-ordination and Response.
- The majority of health protection delivery would continue to be provided through regional public health services and strong linkage and networking across the function will be enabled.
- New Roles as outlined in Appendix 2.

## SECTION 2: Our Proposal (continued)

### Health Protection and Public Health Emergency Co-ordination and Response core functions

	Environmental Health	Border	Communicable Disease	Compliance and Enforcement	National Public Health Emergency Management and Coordination
National	<ul style="list-style-type: none"> <li>National identification, assessment and reduction of environmental health risks, including biosecurity, air, food and water quality, sewage and waste disposal, and hazardous substances</li> <li>Commissioning of specialist advise or environmental health services eg PH engineering</li> <li>National coordination of communicable &amp; environmental health risks where national response required</li> </ul>	<ul style="list-style-type: none"> <li>Border Executive Board management</li> <li>Integrated Targeting and Operations Centre (ITOC) management</li> <li>Provide specialist advice and guidance in relation to border</li> <li>Develop specification and guidance for border including Border section of EHPM</li> <li>Support policy/legislative changes, e.g. Biosecurity Act review, COVID-19</li> <li>Enable transition to BAU border</li> <li>Enable networks of practice in Border</li> <li>Contribute to and Implement Strategic Approach to Health at Border</li> <li>Support border health national training</li> <li>Provide Integrated Targeted Operation Centre (ITOC) roles at International Border</li> </ul>	<ul style="list-style-type: none"> <li>Identify, assess and reduce communicable disease risk</li> <li>Provide specialist Communicable Disease advice</li> <li>Develop national operational guidelines e.g. CD manual</li> <li>National coordination of communicable &amp; environmental health risks where national response required</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and enforce compliance with legislation and regulation, e.g. tobacco, alcohol, and vaping</li> <li>Support, monitor and enforce compliance with legislation and regulation</li> <li>Develop National strategies for harmful commodities</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and coordinate national plans and responses to public health emergencies, including natural disasters, hazardous substances emergencies, bioterrorism, disease outbreaks and pandemics</li> <li>Develop and maintain/execute national emergency management support</li> <li>Interface with policy on the development of policy, risks assessments, plans and funding</li> <li>Management of ministerial and media requirements</li> </ul>
Regional				<ul style="list-style-type: none"> <li>Coordinate regional compliance and enforcement activity in line with national standards and plan, in collaboration with Director Protection</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate regional response to public health emergencies</li> </ul>
Local	<ul style="list-style-type: none"> <li>Deliver environmental health services</li> <li>Identify community specific needs and address or escalate</li> <li>Contribute to environmental health communities of practice</li> <li>Feedback on environmental health policy</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Border services</li> <li>Identify community specific needs and address or escalate</li> <li>Contribute to Border protection communities of practice</li> <li>Feedback on Border protection policy</li> </ul>	<ul style="list-style-type: none"> <li>Deliver communicable disease services</li> <li>Identify community specific needs and address or escalate</li> <li>Contribute to Communicable Disease communities of practice</li> <li>Feedback on Communicable Disease policy</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Compliance and Enforcement services</li> <li>Identify community specific needs and address or escalate</li> <li>Contribute to Compliance and Enforcement communities of practice</li> <li>Feedback on Compliance and Enforcement policy</li> </ul>	<ul style="list-style-type: none"> <li>Respond to public health emergencies</li> <li>Identify community specific needs and address or escalate</li> <li>Contribute to emergency working groups that may be stood up practice</li> <li>Feedback into response and communication policy and plans</li> </ul>

## SECTION 2: Our Proposal (continued)

### Planning, Purchasing and Performance

Reflecting our deepened understanding of the service purchasing (contracting) function of NPBS, a Tier 3 position has been established for this function.

The position will play an integral role in the commissioning cycle, particularly for Promotion and Prevention (immunisation and screening) services. Whilst these other parts of NPBS will continue to hold accountability for the full commissioning cycle in their respective areas, this role will lead a team that would ensure that any purchased services are managed in an appropriate manner that also considers the wider system context. For example, screening services that are currently contracted to local providers need to be considered in the context of the wider impact on the local service landscape. This role will link strongly with Commissioning, Te Aka Whai Ora and Pacific Health parts of the system to enact that co-ordinated thinking.

In addition, this role will be responsible for the NPBS planning and performance functions. This includes developing and oversight of NPBS priorities and strategy and oversight of the benefits and outcomes of our work.

Teams under this new role will ultimately include planning, performance and purchasing teams that currently sit in other parts of NPBS. This includes COVID-19 planning and purchasing teams as longer-term consideration of COVID-19 roles is confirmed.

Within NPBS, this function will interact with regional strategy and operations managers to ensure local and regional work programmes align with national counterparts.

## SECTION 3: New positions

To support this proposal, consideration has been given to the responsibilities for proposed new positions.

Outline position descriptors for the proposed new positions have been developed and can be found at Appendix 1 of this document. These are not fully formed position descriptions; they are intended to serve as a role descriptor of leadership responsibilities and position scope.

Post consultation and consideration of feedback, full position descriptions will be prepared and sized for remuneration purposes prior to being confirmed in any final decision document.

These new positions are opportunities for individuals who are significantly affected by the proposals and we welcome any feedback on what is being proposed. Our key intention is to retain the skills, expertise and knowledge from across the organisation.

## SECTION 4: Impact of Proposal – existing positions

In creating the new roles detailed in Appendix 1, we are proposing to disestablish a number of positions from within the existing districts and ex shared services teams. A list of these positions is provided in Appendix 2. We would like to reinforce that these are proposals and that no final decisions have been made. We will continue to work with each significantly affected individual to ensure that they have the necessary support during the change process.

A list of roles for those whose reporting line would remain within the NPHS Business Unit, but would change, can be found in Appendix 2.

It is also evident that there are a wide range of individual roles and whole teams that currently sit within and report to the leaders of our existing district and ex shared services NPHS teams that are better aligned to other Business Units within Te Whatu Ora. Each of these Business Units will be going through their own change proposals and it is recommended that those individuals and teams take the opportunity to read the change proposals for those Business Units when they become available. Whilst it has been challenging to establish a definitive list of the individual roles and teams that this relates to, a list is provided in Appendix 2.

Given the nature of this change and the bringing together of all the districts and ex-shared service agencies into Te Whatu Ora, there will be a potential impact to a number of current positions. Given the complexity of the systems, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. There may be inaccuracies in terms of position titles, people being missed etc. We apologise in advance for any inaccuracies in the data and ask that if you identify inaccuracies that you raise them as soon as possible through the consultation process.

The following definitions are used in Appendix 2 to describe the different scale of impacts:

Impact	Explanation
<b>No impact</b>	The position would remain unchanged.
<b>Impacted</b>	<p>A position would be impacted where there would be some changes to the current position if the proposal was confirmed. However, the changes would not be significant, and the position would remain substantially the same. The terms and conditions of employment would be no less favourable and the salary for the position would be the same.</p> <p>Examples of these types of changes could include a change in position title, reporting lines or mapping to new positions. Individuals in these impacted positions would be reconfirmed into the position, with any relevant changes.</p>
<b>Significantly Affected - disestablished</b>	A position would be significantly affected where the current position would incur significant change to its scope, location, terms and conditions or will not exist in the new structure. A position would also be significantly affected if it is proposed that there would be fewer of the same or substantially the same positions in the proposed new structure.

When reviewing and undertaking an impact assessment we have considered the level of change to existing roles, their scope, function and deliverables, complexity, number of direct reports, budget etc.

## SECTION 5: Proposed disestablishment, recruitment and selection processes

The proposals contained in this document include potential disestablishment of a number of positions, and the creation of new roles. This section outlines our proposed approach to career transition support, the disestablishment process, recruitment and selection into new roles and other related matters.

### Career Transition Service

Career advisory support will be available from the beginning of the consultation process to all employees whose roles are proposed to be disestablished. Although no final decisions have been made about the disestablishment of any positions, we want to ensure that those who are significantly affected by these proposals have as much time as possible to consider all of their options and seek support.

The Career Transition team will:

- Provide support and advice to significantly affected employees;
- Link employees to external support including career coaches, training, and other external support such as CV writing, interview skills support, etc; and
- Link employees to well-being supports including EAP.

### Disestablishment process

Once we reach the final decision stage, new structures will be confirmed. We will follow the below process with those employees whose roles are confirmed to be disestablished:

- Employees will be given 1 month's notice of the intention to disestablish the position, followed by their contractual notice period;
- Pay in lieu of notice may be given on a case-by-case basis; and
- Employees who are made redundant are able to return to Te Whatu Ora in the future.

### Retraining

- Reasonable support will be provided to employees whose roles are disestablished and who wish to retrain; and
- If employees wish to retrain into clinical frontline roles, we will consider increased training support. If you would like to consider this, please contact the Career Transition Support Centre.

## Recruitment and selection processes

Once we reach the final decision stage, final structures will also be confirmed along with any new roles. The process we propose for recruitment and selection into these roles is:

- Position descriptions will be available at final decision stage and will be sized to determine their salary level. Prior to this, during consultation stage, brief descriptors will be available which give a high-level view of the role and responsibilities;
- Employees whose position is disestablished will be considered for new roles in the new structures in the first instance with recruitment and selection processes to be undertaken within the first four to six weeks after the final decision document is issued;
- During this period, we will run an expression of interest process for new roles for employees whose roles have been disestablished;
- Disestablished employees will be able to apply for any suitable roles and will undergo only 1 interview where possible - we will endeavour to ensure that all relevant hiring managers are present for this interview, and that it is structured to ensure that both the interviewee and interviewer are able to make a comprehensive assessment of suitability for the role(s);
- During the consultation process, the recruitment team will also make an assessment of other current vacancies and consider whether any of those should be 'paused' to allow for employees whose roles have been disestablished to be considered for them. This assessment will be made on the basis of similarity of the vacancy to disestablished roles. Where there is a business critical need for the position to be filled immediately, and the vacancy may be suitable for employees whose roles have been disestablished, interim appointments will be made to the position;

- Following the above EOI process, any roles which have not been filled will be advertised through our normal channels. At this stage, other internal candidates will also be able to apply for those new roles; and
- Reasonable time off (on pay) will be provided to significantly affected staff to attend career support sessions, retraining or interviews (including with external organisations), throughout the consultation process, during feedback review and after the final decision has been issued.

## Terms and conditions of redeployment into new IEA roles

For employees whose roles are disestablished through this process and who are redeployed to a new role with Te Whatu Ora in a position covered by an Individual Employment Agreement (i.e. a role not covered by a MECA), the following would apply:

- Appointments to new positions not covered by a MECA will be based on the current Te Whatu Ora IEA; and
- No terms and conditions of the employee's previous employment agreement will be grand-parented; and
- Salary equalisation will only be offered where it is a term of the individual's previous employment agreement.

Please note that as the employment relationship will be continuing, any accrued leave will be carried over to the new position.



## SECTION 6: Getting involved – using the ‘What Say You’ tool to provide feedback

Your feedback is invited and forms a vital part of our consultation process. We want to hear from you.

Please consider:

- Not just ‘what’ but also ‘how’ we get to the next stage of where we’re trying to go.
- What opportunities do you see that we may have missed?
- What are the risks that you see that we need to consider?
- Are there other alternative ways we should be considering? If yes, please let us know along with the benefits of an alternative approach.

Individuals who are directly and significantly affected by the proposal will be advised individually (where possible) or in regional group meetings. Where applicable unions will also be invited to attend these meetings. Significantly affected individuals will also receive an individual letter and a copy of this discussion document.

Individuals who are more broadly impacted (e.g. a proposed change of line manager) will receive a letter only. At that point the discussion document will be shared more widely across the all of the various Business Units of Te Whatu Ora.

All significantly affected and impacted individuals will also be pre-registered with ‘What Say You’ to enable them to feedback on the proposed changes.

Consultation is your opportunity as part of this formal process to provide your feedback on the proposal. The level of detail in this discussion document is provided so that you have access to all relevant information about the proposed changes and how the proposal could potentially affect you. Your feedback will be used to ensure we have considered all available options in determining the best way to move forward and structure ourselves to meet the healthcare needs of our communities.

For your feedback to be most effective, we suggest the emphasis is on suggesting alternatives and outlining the benefits those alternatives would bring. When providing feedback, we ask that you be constructive in your comments, suggestions and alternatives. While there is no way to guarantee that we will make a final decision which everyone agrees with, all matters you raise will be carefully considered.

The consultation commences with the release of this discussion document. Please provide feedback using our online portal ‘What Say You’ by close of business Friday 28<sup>th</sup> April 2023.

Those not significantly affected or impacted and wanting to provide feedback can register and provide feedback through ‘What Say You’ via our Consultation Hub (<https://tewhatauora.wsy.nz/>). This site provides more information on ‘What Say You’: a participant guide, how to register and FAQs. If you have questions or require help, please contact [enabling.consultation@health.govt.nz](mailto:enabling.consultation@health.govt.nz).

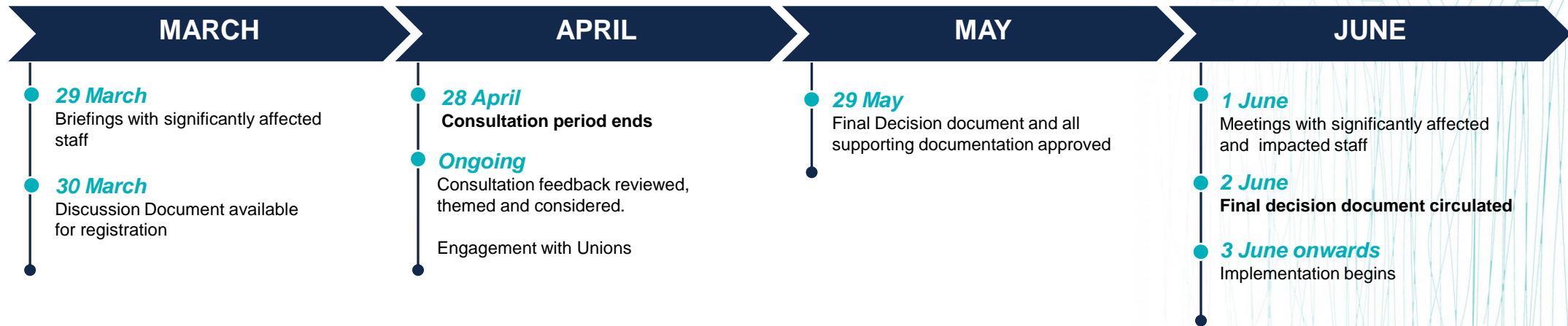
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Discussion Document.

Should individuals have questions around their specific situation then they should reach out to their local People & Culture lead, their P&C Business partner or Advisor, their manager or their union representative. Once we have considered all the feedback, we will begin to confirm the outcome of this consultation process.

We are aiming to make final decisions on this proposal, and the flow-on implications by 2 June 2023.

Thank you for taking the time to look through this proposal. We look forward to hearing your thoughts.

## SECTION 7: Indicative Timeframe



## SECTION 8: Support and well-being

As outlined in earlier sections, our environment has evolved, and as such we need to adapt to ensure our health care services are meeting our community and patients' needs now and into the future.

It is important to seek support and reach out if/when you need to. Make time to read the proposal and the supporting information. Please ask for support anytime you need it and encourage your colleagues to do the same. Talk about how you are feeling. Talk to your manager, colleagues, your union representative or friends and family.

Sometimes a colleague may be more vulnerable to the impacts of change because of other things happening in their lives. If you have concerns about anyone's well-being, contact P&C for advice. If you are a manager or team leader and are concerned about one of your team members, please talk to them or seek advice from your People & Culture team.

Additionally, Employee Assistance Programme (EAP) confidential counselling services are also available to you for personal support in every district. Please reach out to your current provider to access this free service as they will be able to provide practical strategies and assistance in support of personal and workplace issues, workplace changes, life transition and career planning, budgeting and financial assistance, and personal legal advice.

Well-being check-ins with all significantly affected staff (those that are proposed to be disestablished) will be available following the notification meeting. This will give staff a forum to discuss any individualised support that they need.

### Career Transition Service

For those significantly affected i.e. their position is proposed to be disestablished, we will offer wraparound support including career advisory support to assist in identifying all possible options for these individuals.

The Te Whatu Ora Career Transition Centre services provide proactive practical help, advice and support to employees who are going through proposed changes in their roles due to change management processes.

Going through change can be daunting, and the prospect of finding another position can feel overwhelming, especially if the job change was unexpected. With emotions high, career transition services provide a professional, independent, and impartial sounding board for employees to consider their career options moving forward.

The Career Transition Service will work in partnership with specific groups of employees to provide confidential, holistic, and tailored 1:1 career coaching, facilitated workshops, tools and resources to support employees at every stage as they go through this process.

The team of career transition coaches will work with employees to make well thought out career decisions based on their key strengths, interests, values and needs, attributes, and career opportunities that are available to them. The goal is to empower our employees to successfully move onto the next stage of their careers.

The Career Transition Coach will work with a group of employees in many ways including on how to:

- deal effectively with personal change;
- identify core values, capabilities, skills and experience;
- prepare and plan for the next chapter of their careers;
- explore preferred career options and evaluate alternative career options;
- develop personal marketing tools such as LinkedIn, CVs and covering letters;
- prepare for an effective job search campaign;
- network strategically;
- consider and evaluate new career opportunities and support them to complete their applications successfully; and
- understand the dynamics of the interview process and negotiating their salary package.

The Career Transition Service will provide group workshops on a range of career related topics, 1:1 tailored coaching and resources and tools to help affected employees to define their key strengths, understand their passions and key values and drivers for the future, and help them to secure a new job opportunity as soon as possible.

## APPENDIX 1: Proposed new positions

To support this proposal, consideration has been given to the responsibilities for proposed new positions. The below outlines the proposed new positions, core purpose and some examples of deliverables.

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Public Health Service  x1 Tāmaki Makaurau x1 Ngā Tai Ora	1	Lead the local service 'team of teams' in delivering innovative public health services, across the core functions, for their communities and whānau; build and maintain effective intersectoral and Iwi Māori relationships; and lead a new way of working that is aligned with Pae Ora.	Provide leadership for teams within a local public health service to engage effectively with whānau and communities, as well as others across health, social services, local government and NGO sectors; lead and manage a workforce that is organised and structured around equity needs and activity; provide leadership for stakeholders; lead a change in the way we work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups, and that achieves the goals of Pae Ora.	NPHS Regional Director Northern
Manager Community & Whānau Wellbeing  x1 Tāmaki Makaurau x1 Ngā Tai Ora	2	Manage a multidisciplinary team of public health practitioners whose focus enables whānau and communities to lead lives of wellness by delivering effective health promotion and prevention activities, including addressing the social determinants of health to progress Pae Ora goals.	Manages a multi-disciplinary team that meets the needs of whānau and communities; develops a whānau -centred way of working; develops and maintain relationships with internal and external partners and stakeholders; provides public health leadership; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager - Tāmaki Makarau & Ngā Tai Ora, respectively
Manager Health Protection  x1 Tāmaki Makaurau x1 Ngā Tai Ora	2	Manage a team of public health practitioners that provide evidence-based all-hazard health protection interventions and advice, including environmental health, communicable diseases, border health and harmful commodities (including alcohol and tobacco).	Manage health protection operations effectively; develop and maintain relationships with internal and external partners and stakeholders; provide public health leadership; support local and regional public health emergency readiness, response and recovery; work with national leads in health protection and regional networks; collaborate with local whānau and community wellbeing teams; and work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager - Tāmaki Makarau & Ngā Tai Ora, respectively

# Appendix 1: Proposed new positions

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Strategy & Operations, Northern	1	Lead a team that is responsible for ensuring the regional public health service has efficient and effective business operations, planning and reporting and has effective and timely communications.	Leads business and operational management for the region; leads regional public health planning; provides evidence based public health policy advice and strategy, including in support of the Regional Integration Team; relationship management with internal and external partners and stakeholders; ensures effective public health emergency readiness, response and recovery; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	NPHS Regional Director Northern
Manager Regional Operations - Northern	1	Leads the region's operational management including business planning and service delivery, communications, workforce development, business system and process improvement projects.	Ensure the effective financial management and integrity of accounting, budgeting, financial reporting and forecasting for the Operations Team; provide liaison for business and finance management, including capital requirements planning; maintain public health communications; lead development of the regional workforce development strategy and oversee its delivery; lead the development of business and operational plans, frameworks and protocols to support the region's strategic direction and service delivery.	Group Manager, Strategy & Operations, Northern
Manager Regional Planning, Policy & Performance - Northern	1	Ensures the planning and reporting requirements of the regional public health service are delivered including project planning, quality assurance, risk identification and management; provides policy advice; and supports the delivery of the region's strategic priorities and projects.	Oversees business planning, KPI monitoring and reporting; delivers public health advice into the work of the Regional Integration Team; ensures evidence-based policy advice is provided for local and regional public health policy submissions; develops and maintains strong working relationships with internal and external stakeholders; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager, Strategy & Operations, Northern

# Appendix 1: Proposed new positions

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Clinical Operations - Northern	1	The primary purpose of the role is to provide leadership and effective day-to-day operational management of clinical teams. The role is based within the northern region as this role is important for supporting a large medical team, however, it is proposed that this role will provide advice to service leads in other regions.	Works in partnership with the Regional Clinical Director to effectively manage the clinical team's allocation of work; supports the effective multidisciplinary ways of working to minimise duplication and overlap of regional clinical service delivery requirements; ensures service delivery by clinical teams across regions supports delivery on the desired outcomes of NPHS; works with the Kaiwhakahaere Umanga and NPHS Finance Team to manage the region's clinical team's budget to ensure financial management is both effective and efficient.	Clinical Director Public Health Medicine - Northern
Manager Regional Public Health Emergency Management, Northern	1	Leads local and regional public health emergency readiness, response and recovery. In addition, this role would lead regional planning and exercising with regional NPHS leadership and local teams, particularly health protection teams, as well as cross-health system and government partners; co-ordinates effective and timely management of public health threats.	Ensures effective regional public health emergency management; ensures that lessons identified in exercises and responses are addressed in readiness for future emergencies; works collaboratively with national public health emergency management in the NPHS Health Protection and Public Health Emergency Management team; and support effective stakeholder engagement for public health emergency management that delivers equity.	Group Manager, Strategy & Operations, Northern
Regional Clinical Director – Northern  x1 Public Health Medicine 1 x Public Health Nursing	2	Works with the Regional Director to provide clinical leadership, professional oversight and lead clinical governance for the regional public health service; ensures consistency, quality, and safety of the planning and delivery of core public health service functions within the region.	Provide professional leadership across clinical roles in public health services, including clinical education and professional development; provide clinical support to the Regional Director and the Regional Leadership Team, to ensure clinical quality and safety and service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriti dynamic approach to clinical leadership; and help grow our Māori and Pacific clinical public health workforce.	NPHS Regional Director - Northern

# Appendix 1: Proposed new positions

## Regional – Te Manawa Taki

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
<p>Group Manager, Public Health Service</p> <p>x1 Bay of Plenty &amp; Tairāwhiti x1 Lakes &amp; Waikato x1 Taranaki</p>	3	Lead the local service 'team of teams' in delivering innovative public health services, across the core functions, for their communities and whānau; build and maintain effective intersectoral and Iwi Māori relationships; and lead a new way of working that is aligned with Pae Ora.	Provide leadership for teams within a local public health service to engage effectively with whānau and communities, as well as others across health, social services, local government and NGO sectors; lead and manage a workforce that is organised and structured around equity needs and activity; provide leadership for stakeholders; lead a change in the way we work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups, and that achieves the goals of Pae Ora.	NPHS Regional Director Te Manawa Taki
<p>Manager Community &amp; Whānau Wellbeing</p> <p>x1 Bay of Plenty x1 Tairāwhiti x1 Lakes x1 Waikato x1 Taranaki</p>	5	Manage a multidisciplinary team of public health practitioners whose focus enables whānau and communities to lead lives of wellness by delivering effective health promotion and prevention activities, including addressing the social determinants of health to progress Pae Ora goals.	Manages a multi-disciplinary team that meets the needs of whānau and communities; develops a whānau -centred way of working; develops and maintains relationships with internal and external partners and stakeholders; provides public health leadership; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager – for Bay of Plenty & Tairāwhiti; Waikato & Lakes; and Taranaki, respectively
<p>Manager Health Protection</p> <p>x1 Bay of Plenty &amp; Tairāwhiti x1 Lakes &amp; Waikato x1 Taranaki</p>	3	Manage a team of public health practitioners that provide evidence-based all-hazard health protection interventions and advice, including environmental health, communicable diseases, border health and harmful commodities (including alcohol and tobacco).	Manage health protection operations effectively; develop and maintain relationships with internal and external partners and stakeholders; provide public health leadership; support local and regional public health emergency readiness, response and recovery; work with national leads in health protection and regional networks; collaborate with local whānau and community wellbeing teams; and work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager – for Bay of Plenty & Tairāwhiti; Waikato & Lakes; and Taranaki, respectively

# Appendix 1: Proposed new positions

## Regional – Te Manawa Taki

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
<p>Medical Team Lead (0.2 FTE)</p> <p>x1 Bay of Plenty x1 Tairāwhiti x1 Lakes x1 Waikato x1 Taranaki</p>	5x 0.2	Provide leadership and professional support to the local public health medical team; a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice.	Provide professional leadership across medical roles in local public health teams, including clinical education and professional development; is a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice, and ensuring clinical quality and safety, service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriri dynamic approach to clinical leadership.	Group Manager – for Bay of Plenty & Tairāwhiti; Waikato & Lakes; and Taranaki, respectively
<p>Nursing Team Lead (0.5 FTE)</p> <p>x1 Bay of Plenty x1 Tairāwhiti x1 Lakes x1 Waikato x1 Taranaki</p>	5x 0.5	Provide leadership and professional support to the local public health nursing team; a clinical partner to the Group Manager, providing them and local teams with professional nursing advice.	Provide professional leadership across nursing roles in local public health teams, including clinical education and professional development; is a clinical partner to the Group Manager; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriri dynamic approach to clinical leadership.	Group Manager – for Bay of Plenty & Tairāwhiti; Waikato & Lakes; and Taranaki, respectively
<p>Group Manager Strategy &amp; Operations, Te Manawa Taki</p>	1	Lead a team that is responsible for ensuring the regional public health service has efficient and effective business operations, planning and reporting; has effective and timely communications.	Leads business and operational management for the region; leads regional public health planning; provides evidence based public health policy advice and strategy, including in support of the Regional Integration Team; relationship management with internal and external partners and stakeholders; ensures effective public health emergency readiness, response and recovery; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	NPHS Regional Director Te Manawa Taki



# Appendix 1: Proposed new positions

## Regional – Te Manawa Taki

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Regional Operations, Te Manawa Taki	1	Leads the region's operational management including business planning and service delivery, communications, workforce development, business system and process improvement projects.	Ensures the effective financial management and integrity of accounting, budgeting, financial report and forecasting for the Operations Team; provide liaison for business and finance management, including capital requirements planning; maintain public health communications; lead development of the regional workforce development strategy and oversee its delivery; lead the development of business and operational plans, frameworks and protocols to support the region's strategic direction and service delivery.	Group Manager Strategy & Operations, Te Manawa Taki
Manager Regional Planning, Policy & Performance, Te Manawa Taki	1	Ensures the planning and reporting requirements of the regional public health service are delivered including project planning, quality assurance, risk identification and management; provides policy advice; and supports the delivery of the region's strategic priorities and projects.	Oversees business planning, KPI monitoring and reporting; delivers public health advice into the work of the Regional Integration Team; ensures evidence-based policy advice is provided for local and regional public health policy submissions; develops and maintains strong working relationships with internal and external stakeholders; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager Strategy & Operations, Te Manawa Taki
Manager Regional Public Health Emergency Management, Te Manawa Taki	1	Leads local and regional public health emergency readiness, response and recovery. In addition, this role would lead regional planning and exercising with regional NPHS leadership and local teams, particularly health protection teams, as well as cross-health system and government partners; co-ordinates effective and timely management of public health threats.	Ensures effective regional public health emergency management; ensures that lessons identified in exercises and responses are addressed in readiness for future emergencies; works collaboratively with national public health emergency management in the NPHS Health Protection and Public Health Emergency Management team; and supports effective stakeholder engagement for public health emergency management that delivers equity.	Group Manager Strategy & Operations, Te Manawa Taki

# Appendix 1: Proposed new positions

## Regional – Te Manawa Taki

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Regional Clinical Director, Te Manawa Taki	1	Works with the Regional Director to provide clinical leadership, professional oversight and lead clinical governance for the regional public health service; ensures consistency, quality, and safety of the planning and delivery of core public health service functions within the region.	Provide professional leadership across clinical roles in public health services, including clinical education and professional development; provide clinical support to the Regional Director and the Regional Leadership Team, to ensure clinical quality and safety and service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriri dynamic approach to clinical leadership; and help grow our Māori and Pacific clinical public health workforce.	NPHS Regional Director, Te Manawa Taki

## Regional – Central

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Public Health Service  x1 Hawke’s Bay, MidCentral & Whanganui  x1 Capital Coast, Hutt Valley & Wairarapa	2	Lead the local service ‘team of teams’ in delivering innovative public health services, across the core functions, for their communities and whānau; build and maintain effective intersectoral and Iwi Māori relationships; and lead a new way of working that is aligned with Pae Ora.	Provide leadership for teams within a local public health service to engage effectively with whānau and communities, as well as others across health, social services, local government and NGO sectors; lead and manage a workforce that is organised and structured around equity needs and activity; provide leadership for stakeholders; lead a change in the way we work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups, and that achieves the goals of Pae Ora.	NPHS Regional Director Central

# Appendix 1: Proposed new positions

## Regional – Central

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
<p>Manager Community &amp; Whānau Wellbeing</p> <p>x1 Hawke’s Bay x1 MidCentral &amp; Whanganui x1 Hutt Valley &amp; Capital Coast x1 Wairarapa</p>	4	<p>Manage a multidisciplinary team of public health practitioners whose focus enables whānau and communities to lead lives of wellness by delivering effective health promotion and prevention activities, including addressing the social determinants of health to progress Pae Ora goals.</p>	<p>Manages a multi-disciplinary team that meets the needs of whānau and communities; develops a whānau -centred way of working; develops and maintains relationships with internal and external partners and stakeholders; provides public health leadership; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.</p>	<p>Group Manager for Hawke’s Bay, MidCentral &amp; Whanganui and Capital Coast, Hutt Valley &amp; Wairarapa, respectively</p>
<p>Manager Health Protection</p> <p>x1 Hawke’s Bay, MidCentral &amp; Whanganui  x1 Hutt Valley, Capital Coast &amp; Wairarapa</p>	2	<p>Manage a team of public health practitioners that provide evidence-based all-hazard health protection interventions and advice, including environmental health, communicable diseases, border health and harmful commodities (including alcohol and tobacco).</p>	<p>Manage health protection operations effectively; develop and maintain relationships with internal and external partners and stakeholders; provide public health leadership; support local and regional public health emergency readiness, response and recovery; work with national leads in health protection and regional networks; collaborate with local whānau and community wellbeing teams; and work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.</p>	<p>Group Manager for Hawke’s Bay, MidCentral &amp; Whanganui and Capital Coast, Hutt Valley &amp; Wairarapa, respectively</p>
<p>Medical Team Lead</p> <p>x1 Hawke’s Bay x1 MidCentral &amp; Whanganui x1 Hutt Valley &amp; Capital Coast x1 Wairarapa</p>	4 x 0.2	<p>Provide leadership and professional support to the local public health medical team; a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice.</p>	<p>Provide professional leadership across medical roles in local public health teams, including clinical education and professional development.; is a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice, and ensuring clinical quality and safety, service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tirirti dynamic approach to clinical leadership.</p>	<p>Group Manager for Hawke’s Bay, MidCentral &amp; Whanganui and Capital Coast, Hutt Valley &amp; Wairarapa, respectively</p>

# Appendix 1: Proposed new positions

## Regional – Central

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Nursing Team Lead x1 Hawke's Bay x1 MidCentral & Whanganui x1 Hutt Valley & Capital Coast x1 Wairarapa	4 x 0.5	Provide leadership and professional support to the local public health nursing team; a clinical partner to the Group Manager, providing them and local teams with professional nursing advice.	Provide professional leadership across nursing roles in local public health teams, including clinical education and professional development; is a clinical partner to the Group Manager; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriti dynamic approach to clinical leadership.	Group Manager for Hawke's Bay, MidCentral & Whanganui and Capital Coast, Hutt Valley & Wairarapa, respectively
Group Manager Strategy & Operations, Central	1	Lead a team that is responsible for ensuring the regional public health service has efficient and effective business operations, planning and reporting; has effective and timely communications.	Leads business and operational management for the region; leads regional public health planning; provides evidence based public health policy advice and strategy, including in support of the Regional Integration Team; relationship management with internal and external partners and stakeholders; ensures effective public health emergency readiness, response and recovery; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	NPHS Regional Director, Central
Manager Regional Operations, Central	1	Leads the region's operational management including business planning and service delivery, communications, workforce development, business system and process improvement projects.	Ensure the effective financial management and integrity of accounting, budgeting, financial reporting and forecasting for the Operations Team; provide liaison for business and finance management, including capital requirements planning; maintain public health communications; lead development of the regional workforce development strategy and oversee its delivery; lead the development of business and operational plans, frameworks and protocols to support the region's strategic direction and service delivery.	Group Manager Strategy & Operations, Central

# Appendix 1: Proposed new positions

## Regional – Central

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Regional Planning, Policy & Performance, Central	1	Ensures the planning and reporting requirements of the regional public health service are delivered including project planning, quality assurance, risk identification and management; provides policy advice; and supports the delivery of the region's strategic priorities and projects.	Oversees business planning, KPI monitoring and reporting; delivers public health advice into the work of the Regional Integration Team; ensures evidence-based policy advice is provided for local and regional public health policy submissions; develops and maintains strong working relationships with internal and external stakeholders; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager Strategy & Operations, Central
Manager Regional Public Health Emergency Management, Central	1	Leads local and regional public health emergency readiness, response and recovery. In addition, this role would lead regional planning and exercising with regional NPHS leadership and local teams, particularly health protection teams, as well as cross-health system and government partners; co-ordinates effective and timely management of public health threats.	Ensures effective regional public health emergency management; ensures that lessons identified in exercises and responses are addressed in readiness for future emergencies; works collaboratively with national public health emergency management in the NPHS Health Protection and Public Health Emergency Management team; and support effective stakeholder engagement for public health emergency management that delivers equity.	Group Manager Strategy & Operations, Central
Regional Clinical Director, Central	1	Works with the Regional Director to provide clinical leadership, professional oversight and lead clinical governance for the regional public health service; ensures consistency, quality, and safety of the planning and delivery of core public health service functions within the region.	Provide professional leadership across clinical roles in public health services, including clinical education and professional development; provide clinical support to the Regional Director and the Regional Leadership Team, to ensure clinical quality and safety and service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriri dynamic approach to clinical leadership; and help grow our Māori and Pacific clinical public health workforce.	NPHS Regional Director Central

# Appendix 1: Proposed new positions

## Regional – Te Waipounamu

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
<p>Group Manager, Public Health Service</p> <p>x1 Southern x1 Nelson Marlborough x1 Te Mana Ora</p>	3	Lead the local service 'team of teams' in delivering innovative public health services, across the core functions, for their communities and whānau; build and maintain effective intersectoral and Iwi Māori relationships; and lead a new way of working that is aligned with Pae Ora.	Provide leadership for teams within a local public health service to engage effectively with whānau and communities, as well as others across health, social services, local government and NGO sectors; lead and manage a workforce that is organised and structured around equity needs and activity; provide leadership for stakeholders; lead a change in the way we work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups, and that achieves the goals of Pae Ora.	NPHS Regional Director Te Wai Pounamu
<p>Manager Community &amp; Whānau Wellbeing</p> <p>x1 Southern x1 Nelson Marlborough x1 Te Mana Ora</p>	3	Manage a multidisciplinary team of public health practitioners whose focus enables whānau and communities to lead lives of wellness by delivering effective health promotion and prevention activities, including addressing the social determinants of health to progress Pae Ora goals.	Manages a multi-disciplinary team that meets the needs of whānau and communities; develops a whānau -centred way of working; develops and maintains relationships with internal and external partners and stakeholders; provides public health leadership; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager – for Southern, Nelson Marlborough, & Te Mana Ora, respectively
<p>Manager Health Protection</p> <p>x1 Southern x1 Nelson Marlborough x1 Te Mana Ora</p>	3	Manage a team of public health practitioners that provide evidence-based all-hazard health protection interventions and advice, including environmental health, communicable diseases, border health and harmful commodities (including alcohol and tobacco).	Manage health protection operations effectively; develop and maintain relationships with internal and external partners and stakeholders; provide public health leadership; support local and regional public health emergency readiness, response and recovery; work with national leads in health protection and regional networks; collaborate with local whānau and community wellbeing teams; and work to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager – for Southern, Nelson Marlborough, & Te Mana Ora, respectively

# Appendix 1: Proposed new positions

## Regional – Te Waipounamu

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
<p>Medical Team Lead (0.2 FTE)</p> <p>x1 Southern x1 Nelson Marlborough x1 Te Mana Ora</p>	3x 0.2	Provide leadership and professional support to the local public health medical team; a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice.	Provide professional leadership across medical roles in local public health teams, including clinical education and professional development.; is a clinical partner to the Group Manager, providing them and local teams with professional public health medicine advice, and ensuring clinical quality and safety, service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tirirti dynamic approach to clinical leadership.	Group Manager – for Southern, Nelson Marlborough, & Te Mana Ora, respectively
<p>Nursing Team Lead (0.5 FTE)</p> <p>x1 Southern x1 Nelson Marlborough x1 Te Mana Ora</p>	3x 0.5	Provide leadership and professional support to the local public health nursing team; a clinical partner to the Group Manager, providing them and local teams with professional nursing advice.	Provide professional leadership across nursing roles in local public health teams, including clinical education and professional development; is a clinical partner to the Group Manager; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tirirti dynamic approach to clinical leadership.	Group Manager – for Southern, Nelson Marlborough, & Te Mana Ora, respectively
<p>Group Manager Strategy &amp; Operations, Te Wai Pounamu</p>	1	Lead a team that is responsible for ensuring the regional public health service has efficient and effective business operations, planning and reporting; has effective and timely communications.	Leads business and operational management for the region; leads regional public health planning; provides evidence based public health policy advice and strategy, including in support of the Regional Integration Team; relationship management with internal and external partners and stakeholders; ensures effective public health emergency readiness, response and recovery; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	NPHS Regional Director Te Wai Pounamu

# Appendix 1: Proposed new positions

## Regional – Te Waipounamu

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Regional Operations, Te Wai Pounamu	1	Leads the region's operational management including business planning and service delivery, communications, workforce development, business system and process improvement projects.	Ensure the effective financial management and integrity of accounting, budgeting, financial reporting and forecasting for the Operations Team; provide liaison for business and finance management, including capital requirements planning; maintain public health communications; lead development of the regional workforce development strategy and oversee its delivery; lead the development of business and operational plans, frameworks and protocols to support the region's strategic direction and service delivery.	Group Manager Strategy & Operations, Te Wai Pounamu
Manager Regional Planning, Policy & Performance - Te Wai Pounamu	1	Ensures the planning and reporting requirements of the regional public health service are delivered including project planning, quality assurance, risk identification and management; provides policy advice; and supports the delivery of the region's strategic priorities and projects.	Oversees business planning, KPI monitoring and reporting; delivers public health advice into the work of the Regional Integration Team; ensures evidence-based policy advice is provided for local and regional public health policy submissions; develops and maintains strong working relationships with internal and external stakeholders; and works to achieve health equity for Māori, as well as Pacific, Whaikaha, and other groups.	Group Manager Strategy & Operations, Te Wai Pounamu
Manager Regional Public Health Emergency Management, Te Wai Pounamu	1	Leads local and regional public health emergency readiness, response and recovery. In addition, this role would lead regional planning and exercising with regional NPHS leadership and local teams, particularly health protection teams, as well as cross-health system and government partners; co-ordinates effective and timely management of public health threats.	Ensures effective regional public health emergency management; ensures that lessons identified in exercises and responses are addressed in readiness for future emergencies; works collaboratively with national public health emergency management in the NPHS Health Protection and Public Health Emergency Management team; and supports effective stakeholder engagement for public health emergency management that delivers equity.	Group Manager Strategy & Operations, Te Wai Pounamu



# Appendix 1: Proposed new positions

## Regional – Te Waipounamu

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Regional Clinical Director – Te Wai Pounamu	1	Works with the Regional Director to provide clinical leadership, professional oversight and lead clinical governance for the regional public health service; ensures consistency, quality, and safety of the planning and delivery of core public health service functions within the region.	Provide professional leadership across clinical roles in public health services, including clinical education and professional development; provide clinical support to the Regional Director and the Regional Leadership Team, to ensure clinical quality and safety and service innovation and monitoring; lead, develop and maintain the clinical workforce ensuring appropriate practice standards and professional conduct; lead and champion a Te Tiriti dynamic approach to clinical leadership; and help grow our Māori and Pacific clinical public health workforce.	NPHS Regional Director Te Wai Pounamu

## Promotion

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Chief Advisor	2	Establish and nurture strong relationships with partners, government and across sectors. Provide Tiriti led leadership, analysis and advice on all health promotion initiatives to support goals of Pae Ora.	Ensure all work reflects our responsibilities to the priority of equity. Provide expert guidance and support health promotion communication and engagement with Māori and Pacific stakeholders. Support innovation in service development and delivery.	Director Health Promotion
Group Manager Strategic Planning & Design	1	Lead a team that develops strategies and approaches to design and plan innovative and bold health promotion programmes. Approaches will reflect the most recent advice, research and understanding of determinants of health, Te Tiriti and equity.	Champions the design of innovative and future-proofed programmes across policy and culture change. Takes a proactive approach to health promotion planning and design.	Director Health Promotion

# Appendix 1: Proposed new positions

## Promotion

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Programme Design Lead	1	Oversee the design of innovative and bold health promotion programmes, and ensure they can be effectively delivered by NPHS teams.	Engage across NPHS to ensure programmes are informed by evidence, and connect with programme delivery teams and the wider NPHS to ensure programmes can be effectively implemented nationally, regionally and locally.	Group Manager Strategic Planning & Design
Manager Social Environment	1	Provide leadership on determinants of health and ensures health promotion programme design reflects the most recent advice, research and understanding of determinants of health, Te Tiriti and equity.	Co-ordinate and engage with Ministers, government agencies and other key industry sector stakeholder groups.	Group Manager Strategic Planning & Design
Manager Maternal and Child Health	1	Lead the successful delivery of Health Promotion programmes that support Pae Ora for māmā and tamariki.	Work in a networked way with other national, regional and local NPHS teams to support integrated and effective programme delivery.	Group Manager Programme Delivery
Group Manager Programme Delivery	1	Oversee the successful delivery of Health Promotion programmes for Aotearoa, which work to promote health and well-being, prevent illness and injury and achieve Pae Ora – ensuring a Te Tiriti o Waitangi lens is applied to all programme delivery and building the capability of programme teams to embed behaviours that see Māori aspirations enacted and manifested.	Oversee and support Operations Group business planning processes and implementation of programmes and projects, and ensure budget and reporting requirements are met to required standards.	Director Health Promotion
Manager Alcohol		Lead the successful delivery of Health Promotion programmes that address the harms caused by alcohol.	Work in a networked way with other national, regional and local NPHS teams to support integrated and effective programme delivery.	Group Manager Programme Delivery

# Appendix 1: Proposed new positions

## Prevention

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Chief Clinical Advisor Prevention	1	Provide clinical leadership to Health Protection & Public Health Emergency Co-ordination and Response to enable the delivery of NPHS's strategic agenda. Strategic planning of prevention service delivery programmes and leadership of the clinical governance framework for prevention.	Provide consistent trusted clinical population and public health advice and system leadership. Build strong communities of practice, facilitate strengthened relationships and clinical leadership.	Director Prevention
Chief Advisor	1	Provide strategic advice and guidance to the prevention leadership team. Lead the oversight and direction on key pieces of prevention work for the Board, ELT and Ministers.	Provide consistent trusted quality population and public health advice and system leadership. Works closely with Chief Clinical Advisor on strategic planning and operational delivery.	Director Prevention
Group Manager Sector & Community Engagement and Service Delivery	1	Lead and manage the sector engagement, delivery and logistics functions across the regions for prevention programmes. Lead and support the development needs of the group to ensure appropriate capacity and capability.	Maximisation of stock volumes, stock quality and management of cold chain. Provides trusted and consistent leadership for sector and community engagement. Identifies and implements strategic improvement opportunities.	Director Prevention
System Engagement Lead – Northern	2	Lead the workstream for the region under direction of the NPHS Regional Director to support delivery of screening and immunisation at regional and local levels.	Work closely with partners across Te Whatu Ora, Mānatu Hauora and Te Aka Whai Ora.	Group Manager Sector & Community Engagement and Service Delivery
System Engagement Lead – Te Manawa Taki	2	Lead the workstream for the region under direction of the NPHS Regional Director to support delivery of screening and immunisation at regional and local levels.	Work closely with partners across Te Whatu Ora, Mānatu Hauora and Te Aka Whai Ora.	Group Manager Sector & Community Engagement and Service Delivery

# Appendix 1: Proposed new positions

## Prevention

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
System Engagement Lead – Central	2	Lead the workstream for the region under direction of the NPHS Regional Director to support delivery of screening and immunisation at regional and local levels.	Work closely with partners across Te Whatu Ora, Mānatu Hauora and Te Aka Whai Ora.	Group Manager Sector & Community Engagement and Service Delivery
System Engagement Lead – Te Waipounamu	2	Lead the workstream for the region under direction of the NPHS Regional Director to support delivery of screening and immunisation at regional and local levels.	Work closely with partners across Te Whatu Ora, Mānatu Hauora and Te Aka Whai Ora.	Group Manager Sector & Community Engagement and Service Delivery
Manager Planning Innovation & Consumer	1	Leads the planning of Prevention Services alongside regions and localities with the goal of achieving coverage rates focussed on Māori and Pacific. Works strategically to identify opportunities for innovation and change. Lead the direct communications strategy and approach.	Utilise intelligence, monitoring and consumer engagement to identify opportunities for change and innovation to lift immunisation and screening rates. Leads data sharing practices, consumer and data insights.	Group Manager Sector & Community Engagement and Service Delivery
Business Lead Prevention Technology		The business Lead Prevention is responsible for providing strategic leadership to deliver new and enhanced technology products and services to support and improve service delivery across prevention that impacts population outcomes.	The role will provide strategic and operational advice to the Director, project teams, functions and across Te Whatu Ora to embed best practice and ensure digital projects are aligned across business areas and deliver efficient services and change to meet evolving needs. This role will also be responsible for the change function across projects for Prevention and is the key interface with the Data and Digital teams.	Director Prevention

# Appendix 1: Proposed new positions

## Prevention

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager Operations, Antenatal, Child & Youth	1	Provide operational leadership to ensure equitable delivery of antenatal, new born screening programmes and childhood immunisations. Focus on achieving equitable health outcomes for Māori and Pacific.	Provides advice and uses detailed knowledge of immunisation and screening issues to inform service delivery programme development. Team capability and capacity management. Compliance and financial management responsibilities.	Director Prevention
Group Manager Operations, Adult	1	Provide operational leadership to ensure equitable delivery of cancer screening programmes including COVID-19 and annual flu campaigns. Focus on achieving equitable health outcomes for Māori and Pacific.	Provides trusted, consistent and high quality advice across adult cancer screening programmes and adult immunisations. Service development planning, risk management and monitoring of programme outcomes. Implementation of Breast Screen Aotearoa recommendations and system improvement opportunities.	Director Prevention
Manager Adult Immunisation	1	Lead the programmes of work to deliver on Government priorities, including lifting immunisations rates for Māori and Pacific. Provide operational leadership to ensure equitable delivery of adult vaccination programmes including COVID-19 and the annual flu campaigns.	Work with providers to monitor programme outcomes, drive innovation and apply a continuous quality improvement approach.	Group Manager Operations, Adult
Group Manager Quality, Clinical and Safety	1	Provides clinical and quality leadership across all prevention teams. Leads implementation of quality framework and standards, operational standards. Programme leadership and outcome monitoring. Leads and monitors Incident and adverse prevention events.	Work with providers to monitor programme outcomes, drive innovation and apply a continuous quality improvement approach.	Director Prevention

# Appendix 1: Proposed new positions

## Prevention

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Quality & Safety	1	Lead the implementation of the quality framework, quality standards and operational standards as well as tools for providers to support safe and trusted programme delivery.	Responsible for the workforce portfolio. Work with providers to monitor programme outcomes, drive innovation and apply a continuous quality improvement approach. Leads and monitors prevention incidents and adverse events.	Group Manager Quality, Clinical & Safety
Manager Clinical	1	Leads a team that provides prevention clinical leadership. Provides high quality clinical advice and leads clinical workstreams to implement and improve key projects.	Ensures clinically sound decisions are made across prevention. Work with expert advisory groups to receive the best practice advice to inform programme development.	Group Manager Quality, Clinical & Safety
Group Manager Implementation & Major Project Delivery	1	Leads, delivers and implements major prevention projects. Ensures that the governance framework is in place with appropriate oversight and support of governance secretariat functions.	Operational responsibilities for overall delivery of change and technology programmes. Collaborative working relationships established and maintained with our partners nationally, regionally and locally. Manages the capability and capacity of the team.	Director Prevention
Manager Governance & Secretariat	1	Establish and operate the governance and advisory group infrastructure to support prevention programmes. Ensures governance framework is comprehensive, complete and consistently applied.	Provides secretariat functions for governance, steering and advisory groups across Prevention. Manages machinery of government processes to ensure timely and quality advice is delivered.	GM Implementation & Major Project Delivery

## Health Protection & Public Health Emergency Co-ordination Response

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Director Protection & Public Health Emergency Co-ordination & Response	1	Provides leadership to Health Protection and Public Health Emergency Response Portfolio to enable the delivery of NPHS's strategic agenda. Prevent and mitigate the impact of communicable diseases, environmental, chemical and radiological threats, harmful commodities and threats at the border.	Establish the Public Health Emergency Co-ordination and Response function. Manages the response to national security system events. Manages specialist advice. Ensures delivery of critical transformation projects. Manages ITOC roles at international border and MIQ facilities as required.	National Director, NPHS
Clinical Chief Advisor Health Protection	1	Provide clinical leadership to Health Protection and Public Health Emergency Coordination and Response to enable the deliver of NPHS's strategic agenda. Prevent and mitigate the impact of harmful commodities by providing health protection leadership, specialist advice and co-ordination to NPHS Leadership Team, Regions, Te Whatu Ora and wider social and government sector.	Support the delivery of the Group's work plan, influencing outcomes and managing risks and pressures. Develop and implement a Harmful Commodities Strategy for NPHS. Co-ordinate regional compliance and enforcement activity. Establish national standards on compliance and enforcement activities. Provide operational policy development.	Director – Health Protection & Public Health Emergency Co-ordination & Response
Public Health Medicine Specialist	1.6	Provide specialist public health clinical advice to Health Protection and Public Health Emergency Readiness and Response to enable the delivery of NPHS's strategic agenda.	Support the response to potential or actual public health emergencies.	Clinical Chief Advisor – Health Protection
Group Manager Communicable Disease	1	Provide leadership to Communicable Disease Portfolio to enable the delivery of NPHS's strategic agenda.	Deliver the response to potential or actual national security system events and health emergencies.	Director Protection & Public Health Emergency Co-ordination & Response

## Health Protection & Public Health Emergency Co-ordination Response

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Communicable Disease	1	Manages the Communicable Disease team to enable the delivery of NPHS's strategic agenda. Prevent and mitigate the impact of Communicable disease by providing health protection leadership, specialist advice and co-ordination.	Support the delivery of the Group's work plan. Manage work plan priorities to ensure timely delivery. Manage risks and workflow pressures.	General Manager Communicable Disease
Group Manager Covid-19 Operations	1	Provide leadership to Covid-19 team to enable the delivery of NPHS's strategic agenda.	Delivery of operational Covid-19 services including Care in the Community and Testing. Transition of Covid-19 response.	Director Protection & Public Health Emergency Co-ordination & Response
Group Manager Environmental & Border Health	1	Provide leadership to the Environmental Health and Border Health Portfolio to enable the delivery of NPHS's strategic agenda. Prevent and mitigate the impact of communicable diseases, environmental, chemical and radiological threats, harmful commodities and threats at the border.	Delivery of health protection leadership, specialist advice and co-ordination for NPHS Leadership Team, Regions, Te Whatu Ora and wider social and government sector on environmental and border health issues. Team capability and capacity management. Participates in Team on-call afterhours roster.	Director Protection & Public Health Emergency Co-ordination & Response
Manager Border Health & Quarantine	1	Manage the Border Health Portfolio to enable the delivery of NPHS's strategic agenda.	Support the delivery of the Group's work plan. MIQ facilities managed within budget. ITOC roles provided at border. Covid-19 Border Operations transitioned.	General Manager Environmental and Border Health



## Health Protection & Public Health Emergency Co-ordination Response

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Readiness & Recovery Manager	1	<p>Provide a strategic focus for the activation/deactivation of Incident Management Team (IMT) working toward Pae Ora</p> <p>Prevent and mitigate the impact of public health threats and hazards by providing health co-ordination to NPHS Leadership Team, Regions, Te Whatu Ora and wider social and government sector.</p>	<p>Support the delivery of the Group's work plan.</p> <p>Preparation and coordination of the activation/deactivation of the Incident Management Team (IMT).</p> <p>Schedule and facilitate national response meetings/forums.</p> <p>Lead and manage projects working with internal and external agencies, communities and people affected by a public health emergency.</p> <p>Sector-wide collaboration in development of national operations solutions to support the preparedness activities.</p>	General Manager Public Health Emergency Coordination and Response
Group Manager Harmful Commodities Compliance	1	<p>Provide leadership to the compliance of harmful commodities to enable the delivery of NPHS's strategic agenda.</p> <p>Prevent and mitigate the impact of harmful commodities by providing health protection leadership, specialist advice and co-ordination.</p>	<p>Develop and implement the Harmful Commodities Strategy for NPHS operations.</p> <p>Regional compliance and enforcement activities.</p> <p>Develop and implement national standards on compliance and enforcement activities.</p> <p>Operational policy development.</p>	Director Protection & Public Health Emergency Co-ordination & Response
Principal Advisor Harmful Commodities Compliance	1	<p>Provide leadership to the compliance of harmful commodities to enable the delivery of NPHS's strategic agenda.</p> <p>Prevent and mitigate the impact of harmful commodities by providing health protection leadership, specialist advice and co-ordination.</p>	<p>Support the delivery of the Group's work plan, influencing outcomes and managing risks and pressures.</p> <p>Develop and implement a Harmful Commodities Strategy for NPHS.</p> <p>Co-ordinate regional compliance and enforcement activity.</p> <p>Establish national standards on compliance and enforcement activities.</p> <p>Provide operational policy development.</p>	Group Manager Harmful Commodities Compliance

## Health Protection & Public Health Emergency Co-ordination Response

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Senior Advisor – Harmful Commodities Compliance	2	Support compliance of harmful commodities to enable the delivery of NPHS’s strategic agenda. Prevent and mitigate the impact of harmful commodities by providing health protection leadership, specialist advice and co-ordination.	Co-ordinate regional compliance and enforcement activity. Establish national standards on compliance and enforcement activities. Provide operational policy development.	Group Manager Harmful Commodities Compliance

## Intelligence

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager Intelligence Regions	1	Leads a team that brings together regional NPHS intelligence functions as a team of teams. Develops and leads the work regional programme on surveillance of communicable and non-communicable diseases, environmental and other hazards, risk factors, determinants of health and our preventative care services.	Lead the establishment of the intelligence function and structure across the regions. Contribute to the delivery of work programmes by providing advice, support and oversight across the NPHS intelligence work programme.	Director NPHS Intelligence
Manager Intelligence Northern	1	Overall management and operation of NPHS intelligence, reporting and analytics products and staff within a region.	The regional intelligence team is well supported. Capability and capacity management of team workloads. Quality assurance and continuous improvement focus is maintained.	Group Manager Intelligence, Regions

# Appendix 1: Proposed new positions

## Intelligence

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Intelligence Te Manawa Taki	1	Overall management and operation of NPBS intelligence, reporting and analytics products and staff within a region.	The regional intelligence team is well supported. Capability and capacity management of team workloads. Quality assurance and continuous improvement focus is maintained.	Group Manager Intelligence, Regions
Manager Intelligence Central	1	Overall management and operation of NPBS intelligence, reporting and analytics products and staff within a region.	The regional intelligence team is well supported. Capability and capacity management of team workloads. Quality assurance and continuous improvement focus is maintained.	Group Manager Intelligence, Regions
Manager Intelligence Te Waipounamu	1	Overall management and operation of NPBS intelligence, reporting and analytics products and staff within a region.	The regional intelligence team is well supported. Capability and capacity management of team workloads. Quality assurance and continuous improvement focus is maintained.	Group Manager Intelligence, Regions
Manager National Analytics & Reporting	1	Leads the team that establishes, manages and continuously improves the reporting and analytics work programme and outputs for the national functions of NPBS.	Management of work plans, team support and risk management.	Group Manager Intelligence, National
Manager National COVID Analytics & Reporting	1	Leads a team to plan and deliver COVID-19 and COVID-19 vaccine intelligence products.	Management of work plans, team support and risk management.	Group Manager Intelligence, National
Manager National Intelligence Improvement	1	Leads a team to plan and deliver critical NPBS intelligence projects across the range of public health functions.	Management of work plans, team support and risk management. Legislative compliance, planning and continuous improvement focus.	Group Manager Intelligence, National

# Appendix 1: Proposed new positions

## Intelligence

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Evidence National	1	Leads a team responsible for providing evidence to inform service delivery and decision-making across the range of public health functions.	Lead the establishment of the National Evidence and Evaluation function, and management of work programmes including continuously improving processes and outputs.	Group Manager Intelligence, National

## Māori Public Health

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Māori Intelligence Lead	0.5	Servicing the intelligence needs of Hauora Māori Tūmatanui function, acting as relational bridge to the Intelligence function & supporting the Intelligence function to be responsive to Māori.	Ensuring Public Health intelligence is informed by, and reflects our aspirations to achieve Pae Ora, the reduction of inequities, and our obligations under Te Tiriti. Provides guidance to the Director of Intelligence and intelligent function in the development and delivery of data, insights, and health intelligence products for Māori.	Director, Māori Public Health
Kaitaki Mana Whakahaere   Regional Māori Lead	4	A strategic leader within Regional NPHS Leadership Teams, responsible to the Regional Director and accountable to the Ringatohu, Hauora Māori Tūmatanui. Leads a team that implements Māori Public Health priorities in the regions and is a key NPHS relationship lead with IMPBs, iwi and Māori communities in their region.	Providing Tiriti expertise and advice to NPHS regional and local initiatives and services that impact on iwi and Māori communities. As required, providing advice and expertise in relation to kawa, tikanga & te reo Māori. Bringing a regional and local perspective to Hauora Māori Tūmatanui. Assisting in raising NPHS workforce capability in embedding Te Tiriti and understanding and implementing Māori equity. Facilitating strengthened relationships, engagement and communications for NPHS regionally and locally with IMPBs, iwi and Māori communities.	Director, Māori Public Health

# Appendix 1: Proposed new positions

## Pacific Public Health

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Pacific Intelligence Lead	0.5	Servicing the intelligence needs of Pacific Public Health function, acting as relational bridge to the Intelligence function and supporting the Intelligence function to be responsive to Pacific.	Ensuring Public Health intelligence is informed by, and reflects our aspirations to achieve Pae Ora, and the reduction of inequities. Provides guidance to the Director of Intelligence and the function in the development and delivery of data, insights, and health intelligence products for Pacific.	Director, Pacific Public Health
Regional Pacific Lead	4	A strategic leader within Regional NPHS Leadership Teams, responsible to the Regional Director and accountable to the Director of Pacific Public Health. Leads a team that implements Pacific Public Health priorities in the regions and is a key NPHS relationship lead with Pacific providers, NGOs and Pacific communities in their region.	Providing advice to NPHS regional and local initiatives and services that impact on Pacific communities. As required, providing advice and cultural expertise. Bringing a regional and local perspective to Pacific Public Health function. Assisting in raising NPHS workforce capability in understanding and implementing Pacific equity. Facilitating strengthened relationships, engagement and communications for NPHS regionally and locally with Pacific communities.	Director, Pacific, Public Health

## Transformation

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Principal Policy Advisor	1	To develop and implement systems to co-ordinate and navigate NPHS's input to public health policy development. Supports regional and local policy teams to effectively engage across sectors. Leads the provision of specialist public health policy analysis and advice particularly the commercial determinants of health.	Anticipates policy implications of future consequences and trends. Co-ordinates submissions and briefing papers to influence public health decision making.	Manager Public Health (Policy) Innovation & Advancement

## NPHS Office of the National Director

Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Manager Advisory & Ministerial Services	1	Leads a team of 8-15 direct reports to ensure high quality and timely advice is available to Ministers, Te Whatu Ora Board, Executive Leadership team and the NPHS leadership team to enable informed decision-making. Ensure OIAs, PQs and ministerials are delivered on time and meet requirements. Focus on achieving equitable health outcomes for Māori.	Develop and manage quality and performance standards, processes and workflows to produce high quality and ministerial products aligned to statutory deadlines.	NPHS Director Office of the National Director
Senior Advisor Ministerial Services	2	Commissions input to support the development of advice to Ministers and senior leaders. Co-ordinates and reviews government services requests to support the NPHS leadership team.	Manages the processes, standards and timelines for ministerial servicing requests. Assists in developing strategy and policy advice for Te Whatu Ora leaders and Ministers.	Manager Advisory & Ministerial Services
Advisor Ministerial Services	3	Supports the development of advice to Ministers and senior leaders. Supports the co-ordination and review processes for government services.	Assists in managing the processes, standards and timelines for ministerial services requests. Assists in collation and co-ordination of responses to requests.	Manager Advisory & Ministerial Services
Senior Business Advisor	3	Provides analysis and develops business solutions to support business operations projects.	Business analysis and investigative work to understand business problems, build business requirements and develop quality business relationships with stakeholders across the organisation.	Manager Business Support

### **It is considered these existing positions would be impacted as follows should this proposal be implemented after this consultation process.**

Given the nature of this change and the bringing together of all the districts and ex shared service agencies into Te Whatu Ora, there will be an impact to a number of current positions. Given the complexity of the system, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. We anticipate that in some cases, this data may be inaccurate in terms of position titles, people in positions etc. which will have led to potential inaccuracies in the impact tables. There may also be some individuals and teams who we have missed as part of this change process.

We apologise in advance for any inaccuracies in the data and if this is the situation then please tell us so we can update the proposal and our systems accordingly. You can do this by posting the details as a question on the 'What Say You' portal page. Note that you can tick "Don't publish this question". This means that your post will NOT be shown to other participants.

*It is proposed the following existing positions will be significantly impacted and due to the level of change, it is proposed these positions are disestablished.*

## Appendix 2: Positions potentially significantly affected - disestablished

It is proposed the following existing positions will be significantly impacted and due to the level of change, it is proposed these positions are **disestablished**.

District	FTE	Position Title	Reports To	Proposed Impact
Northland	1	Service Manager	Regional Director Northern	Disestablished
Northland	0.2	Clinical Director Tai Whānui *Vacant	Service Manager	Disestablished
Auckland	1	General Manager	Regional Director Northern	Disestablished
Auckland	0.3	Nurse Director	Regional Director Northern	Disestablished
Bay of Plenty / Lakes	1	Business Manager	Regional Director Te Manawa Taki	Disestablished
Bay of Plenty / Lakes	1	Health Services Development Manager	Business Manager	Disestablished
Bay of Plenty / Lakes	1	Toi Te Ora Pou Oranga Ake *Vacant	Business Manager	Disestablished
Bay of Plenty / Lakes	0.3	Clinical Director	Regional Director Te Manawa Taki	Disestablished
Waikato	1	Director Public Health	Regional Director Te Manawa Taki	Disestablished
Waikato	1	Manager PHAD	Director Public Health	Disestablished
Taranaki	1	Operations Manager Public Health	Regional Director Te Manawa Taki	Disestablished
Tairāwhiti	1	Group Manager *Vacant	Regional Director Te Manawa Taki	Disestablished
Tairāwhiti	1	Operations Manager Public Health	Group Manager	Disestablished
Central	1	Service Manager Public Health	General Manager RPH	Disestablished
Central	1	General Manager RPH	Regional Director Central	Disestablished
Central	1	Manager Service Delivery	Regional Director Central	Disestablished
Central	1	General Manager, Population Health	Regional Director Central	Disestablished
Nelson Marlborough	1	Public Health Service Manager	Regional Director Te Waipounamu	Disestablished
Nelson Marlborough	1	Strategic Advisor Public Health	Interim Public Health Service Manager	Disestablished

District	FTE	Position Title	Reports To	Proposed Impact
Waitaha Canterbury	1	General Manager	Regional Director Te Waipounamu	Disestablished
Southern	1	Service Manager	Regional Director Te Waipounamu	Disestablished
Southern	1	Team Leader Policy Strategy & Support	Service Manager	Disestablished
<b>NATIONAL TEAMS</b>				
Promotion	1	General Manager Alcohol	Director Promotion	Disestablished
Promotion	1	Kai Okohāpai Te Tiriti o Waitangi	Director Promotion	Disestablished
Promotion	0.85	Manager Business Development	General Manager Operations	Disestablished
Promotion	0.9	Manager Business Development	General Manager Operations	Disestablished
Promotion	1	Manager Alcohol	General Manager Alcohol	Disestablished
Promotion	1	Manager Alcohol Policy & Advice	General Manager Alcohol	Disestablished
Prevention	1	Group Manager NSU	Director Prevention	Disestablished
Prevention	1	Clinical Director Screening	Director Prevention	Disestablished
Prevention	0.7	Chief Clinical Advisor	Director Prevention	Disestablished
Prevention	1	GM Quality Contracts & Workforce	Director Prevention	Disestablished
Prevention	1	GM Strategy & Planning	Director Prevention	Disestablished
Prevention	1	Quality Manager	Group Manager NSU	Disestablished
Protection	1	GM Public Health Operations	Director Outbreak Response	Disestablished
Transformation	1	National Lead Public Health Advocacy	Director Transformation	Disestablished
Transformation	1	Snr Specialist Communications & Public Affairs	Director Transformation	Disestablished



## Appendix 2: Positions potentially impacted - Change of reporting line

It is proposed the following positions will be impacted as a result of a change in line management, but will remain in the NPHS Business Unit. Although this reflects some change, these proposed changes are not significant and the positions remain required and in the proposed future structure.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Northland	0.7	Public Health Registrar	Service Manager	Change of reporting line to Manager Clinical Operations
Northland	1.5	Administration Support/Typist	Service Manager	Change of reporting line to Group Manager Ngā Toi Ora
Northland	1	Team Leader – Te Tai Hapori	Service Manager	Change of reporting line to Manager Community & Whānau Wellbeing
Northland	0.825	Public Health Medicine Specialist	Service Manager	Change of reporting line to Manager Clinical Operations
Northland	1	Team Leader Te Taiao Healthy Environments	Service Manager	Change of reporting line to Manager Health Protections
Northland	1	Lead – Te Tai Mahere Public Health Surveillance Planning & Policy	Service Manager	Change of reporting line to Manager Intelligence Northern
Auckland	1	Māori Liaison Advisor	General Manager	Change reporting line to Regional Māori Equity Lead
Auckland	1	Personal Assistant	General Manager	Change reporting line to Group Manager Tāmaki Makaurau
Auckland	1	Manager Medical Operations	General Manager	Change of reporting line to Clinical Operations Manager
Auckland	1	Manager Public Health Intelligence	General Manager	Change of reporting line to Manager Intelligence Northern; change in number of direct reports
Auckland	1	Environmental Health Manager	General Manager	Change reporting line to Manager Health Protection
Auckland	1	Manager Health Improvement	General Manager	Change reporting line to Manager Community and Whānau Wellbeing

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Auckland	1	Manager Communications	General Manager	Change of reporting line to Regional Operations Manager
Auckland	1	Pacific Lead	General Manager	Regional Pacific Equity Lead
Auckland	0.8	Communicable Diseases Manager	General Manager	Change reporting line to Manager Health Protection
Auckland	1	Operations Manager	General Manager	Change reporting line to Manager Regional Operations
Auckland	1	Manager (PHS) Policy & Research Programme	Manager (PHS) Public Health Intelligence	Change of reporting line to Manager Regional Policy & Strategy
Auckland	3	Project Manager (ARPHS)	Public Health Intelligence Manager	Change of reporting line to Manager Regional Planning, Policy and Performance
Auckland	1	Team Administrator – Non-Clinical	Public Health Intelligence Manager	Change reporting line to Manager Strategy and Operations
Auckland	1	Nurse Educator SN	Communicable Diseases Manager	Change of reporting line to Clinical Director Public Health Nursing
Auckland	1	Nurse Consultant – Workforce and Practice Development	Communicable Diseases Manager	Change of reporting line to Clinical Director Public Health Nursing
Auckland	2	Team Administrator – Non-Clinical	Communicable Diseases Manager	Change of reporting line to Manager Health Protection

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Bay of Plenty / Lakes	1	Public Health Planner	Business Manager	Change reporting to Manager Regional Planning, Policy and Performance
Bay of Plenty / Lakes	0.8	Administration Support	Business Manager	Change reporting line to Group Manager Waikato Lakes
Bay of Plenty / Lakes	3	Administration Support	Business Manager	Change reporting line to Group Manager Bay of Plenty Tairāwhiti
Bay of Plenty / Lakes	1	Advisor	Health Services Development Manager	Change reporting line Manager Regional Operations
Bay of Plenty / Lakes	1	Advisor	Health Services Development Manager	Change reporting line Manager Regional Planning Policy and Performance
Bay of Plenty / Lakes	1	Advisor	Health Services Development Manager	Change reporting line to Manager Health Protection Bay of Plenty Tairāwhiti
Bay of Plenty / Lakes	0.2	Environmental Health Manager	Clinical Director	Change reporting line to Health Protection Manager Bay of Plenty Tairāwhiti
Bay of Plenty / Lakes	1	Manager	Business Manager	Change reporting line to the Manager Community and Whānau Wellbeing Bay of Plenty or Lakes
Bay of Plenty / Lakes	1	Medical Officer of Health	Clinical Director	Change reporting to Bay of Plenty or Lakes Medical Team Lead
Bay of Plenty / Lakes	0.8	Medical Officer of Health	Clinical Director	Change reporting to Bay of Plenty or Lakes Medical Team Lead
Bay of Plenty / Lakes	1.8	Physician	Clinical Director	Change reporting to Bay of Plenty or Lakes Medical Team Lead
Bay of Plenty / Lakes	1	Senior Medical Officer	Medical Officer of Health	Change reporting to Bay of Plenty or Lakes Medical Team Lead
Bay of Plenty / Lakes	1	Social Marketer	Health Services Development Manager	Change reporting line to Manager Regional Operations
Bay of Plenty / Lakes	1	Team Leader	Business Manager	Change reporting line to Manager Community and Whānau Wellbeing Bay of Plenty
Waikato	1	Administrator	Director Public Health	Change reporting line to Group Manager Waikato Lakes
Waikato	1.9	Analyst	Manager PHAD	Change reporting line to Manager Intelligence Te Manawa Taki
Waikato	0.8	Clinical Director	Director Public Health	Change reporting line to Medical Team Lead Waikato
Waikato	1	Clinical Nurse Specialist	Director Public Health	Change reporting line to Manager Health Protection Waikato Lakes
Waikato	2	Graphic Designer	Manager PHAD	Change reporting line to Manager Regional Operations

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waikato	1	Health Protection Manager	Director Public Health	Change reporting line to Manager Health Protections Waikato Lakes
Waikato	1	Health Improvement Manager	Director Public Health	Change reporting line to Manager Community and Whānau Wellbeing Waikato
Waikato	1	Māori Equity Public Health Advisor	Director Public Health	Change reporting line to Group Manager Waikato Lakes
Waikato	1FT	Operation Manager	Director Public Health	Change reporting line to Manager Community and Whānau Wellbeing Waikato
Waikato	1	Personal Assistant	Director Public Health	Change reporting line to Group Manager Waikato Lakes
Waikato	1FT	Registrar	Director Public Health	Change reporting line to Medical Team Lead Waikato
Waikato	0.8	Researcher	Manager PHAD	Change reporting line to Manager Regional Planning Policy and Performance
Waikato	1	Senior Analyst	Manager PHAD	Change reporting line to Manager Intelligence Te Manawa Taki
Waikato	1	Senior Compliance Sup Officer	Director Public Health Service	Change Reporting line to Manager Health Protection Waikato Lakes
Waikato	2	Senior Public Health Advisor Health Policy and Equity	Manager PHAD	Change reporting line to Manager Regional Planning Policy and Performance
Waikato	x 3 0.8	Specialist (Public Health Medicine Specialist / Medical Officer of Health)	Director Public Health	Change reporting line to Medical Team Lead Waikato
Taranaki	0.8	PA to Medical Officer of Health	Operations Manager Public Health	Change of reporting line to General Manager Taranaki
Taranaki	0.8	Medical Officer of Public Health	Operations Manager Public Health	Change of reporting line to Medical Team Lead Taranaki
Taranaki	1.6	Public Health Medicine Specialist / Medical Officer of Health	Operations Manager Public Health	Change of reporting line to Medical Team Lead Taranaki
Taranaki	1	Senior Public Health Advisor	Operations Manager Public Health	Change of reporting line to General Manager Taranaki
Taranaki	0.9	Manager Regulatory Services	Operations Manager Public Health	Change of reporting line to Manager Health Protection Taranaki
Taranaki	1	Population Health Analyst	Operations Manager Public Health	Change of reporting line to Manager Intelligence Te Manawa Taki

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Taranaki	0.8	Senior Public Health Advisor	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Taranaki
Tairāwhiti	1.6	Advisor	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	1	Analyst	Group Manager	Change reporting line to Manager Regional Planning Policy and Performance
Tairāwhiti	1	Assistant	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	1	Co-ordinator	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	2	Health Promotion Officers	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	2	Health Protection Officers	Operations Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	1	Population Health Administrator	Operations Manager Public Health	Change reporting line Manager Community and Whānau Wellbeing Tairāwhiti
Tairāwhiti	2	Physician Specialist (Public Health Physician / Medical Officer of Health)	Operations Manager Public Health	Change reporting line to Medical Team Lead Tairāwhiti
Central - Hawkes Bay	1	Clinical Director	General Manager Population Health	Change reporting line Group Manager Hawkes Bay, Midcentral & Whanganui
Central - Hawkes Bay	1	Executive Assistant	General Manager Population Health	Change reporting line to Group Manager Hawkes Bay, Mid Central and Whanganui
Central - Hawkes Bay	1	Haumarū Whānau Team Leader	General Manager Population Health	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1	Nurse Director - Māori Health	Acting Executive Director Māori Health	Change reporting line to Medical Team Lead Hawkes Bay, MidCentral & Whanganui
Central - Hawkes Bay	1	Team Leader - Pūmau Whānau Vacant	Acting Executive Director Māori Health	Change reporting line to Manager Community & Whānau Wellbeing Hawkes Bay

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Central - Hawkes Bay	0.5	Moss - Public Health	Clinical Director	Change reporting line to Medical Team Lead Hawkes Bay, MidCentral & Whanganui
Central - Hawkes Bay	1	Tūai Kōpū Programme Coordinator	Team Leader - Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1	Māori Health Improvement Advisor	Health Promotion Coordinator	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	0.7 FT	Cultural Liaison Advisor - Pacific	Nurse Manager	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1 FT	Kaiwhakarite	Team Leader - Pūmau Whānau	Change reporting line to Group Manager Hawkes Bay, MidCentral & Whanganui
Central - Hawkes Bay	1	Health Promotion Advisor	Special Projects Lead	Change reporting line to Regional Planning & Performance Manager
Central - Hawkes Bay	1 FT	Kaitakawaenga	Team Leader - Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1 FT	Kaitakawaenga	Team Leader - Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1 FT	Māori Health Improvement Advisor	Health Promotion Coordinator	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1	Public Health Medicine Registrar	Acting Clinical Director	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central - Hawkes Bay	1	Kaitakawaenga Tūai Kōpū	Team Leader Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	0.8	Kaitakawaenga Tūai Kōpū	Team Leader Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	0.8	Kaitakawaenga Bsp	Team Leader Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Central - Hawkes Bay	0.8	Kaitakawaenga Bsp	Team Leader Pūmau Whānau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	0.5	Medical Typist	Special Projects Lead	Change reporting line to Manager Health Protection
Central - Hawkes Bay	1FT	Nir Administrator	Mana Ora Mana Māori Ops Manager	Change reporting line to Manager Health Protection
Central - Hawkes Bay	0.6	Public Health Medicine Specialist	General Manager Population Health	Change reporting line to Group Manager Hawkes Bay, MidCentral & Whanganui
Central - Hawkes Bay	0.7	Safe Sleep Coordinator	Acting Team Leader Kauika Pūmau	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay	1	Smokefree Team Leader	General Manager Population Health	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay				Change in direct reports
Central - Hawkes Bay	0.8	Special Projects Lead	General Manager Population Health	Change reporting line to Manager Community and Whānau Wellbeing Mid Central and Whanganui
Central - Hawkes Bay	1	Team Leader Outreach Screening	General Manager, Population Health	Change reporting line to Manager Community and Whānau Wellbeing Hawkes Bay
Central - Hawkes Bay				Change in direct reports
Central - Hawkes Bay	1	Team Leader Health Protection	General Manager Population Health	Change reporting line to Manager Health Protection
Central - Hawkes Bay	1	Locum	Acting Clinical Director	Change reporting line to Medical Team Lead Hawkes Bay, MidCentral & Whanganui
Midcentral	0.6	Clinical Lead	Service Manager Public Health	Change reporting line to Nurse Lead MidCentral Whanganui
Midcentral	0.9	Health Promotion Co-ordinator	Service Manager Public Health	Change reporting line to Manager Community and Whānau Wellbeing Mid Central and Whanganui
Midcentral	1	Administration Coordinator	Service Manager Public Health	Change reporting line to Manager Regional Operations
Midcentral	1	Clinical Nurse Manager	Service Manager Public Health	Change reporting line to Nurse Lead MidCentral, Whanganui
Midcentral	0.9	Coordinator Public Health Regulation	Service Manager Public Health	Change reporting line to Manager Health Protection

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Midcentral	1	District Immunisation Programme Manager	General Manager Communities Localities and Commissioning	Change reporting line to Manager Community and Whānau Wellbeing Mid Central and Whanganui
Midcentral	1	Medical Lead Public Health	Service Manager Public Health	Change reporting line to Group Manager Hawkes Bay, MidCentral & Whanganui
Midcentral	0.5	Medical Officer of Health	Medical Lead Public Health	Change reporting line to Medical Team Lead Hawkes Bay, MidCentral & Whanganui
Midcentral	0.4	Physician	Chief Medical Officer	Change reporting line to Medical Team Lead
Midcentral	1	Quota Refugee Resettlement Navigator	SERVICE MANAGER PUBLIC HEALTH	Change of reporting line to Group Manager Hawkes Bay MidCentral Whanganui
Midcentral	1	Registrar	Medical Lead Public Health	Change reporting line to Medical Team Lead Hawkes Bay, MidCentral & Whanganui
Midcentral	0.9	Sexual Health & Well Child Promoter	Clinical Nurse Manager	Change reporting line to Manager Community and Whānau Wellbeing Mid Central and Whanganui
Midcentral	1	Specialty Clinical Nurse	SERVICE MANAGER PUBLIC HEALTH	Change reporting line to Nurse Lead MidCentral Whanganui
Central – Hutt Valley	1	CHOD Public Health	General Manager RPH	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1	Clinical Nurse Leader	Manager Service Delivery	Change reporting line to Nurse Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1	Public Health Advisor - Wai	COVID Team Leader and Operations Lead	Change reporting line to Manager Community and Whānau Wellbeing Wairarapa
Central – Hutt Valley	1	Registrar - Public Health	CHOD- Public Health	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	0.6	MOSS- Public Health	CHOD- Public Health	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1 FT	Covid Team Leader and Operation Lead	Manager Service Delivery	Change reporting line to Manager Community and Whānau Wellbeing, Capital Coast and Hutt Valley

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Central – Hutt Valley	0.87	Public Health Advisor	Team Leader Analytical and Policy	Change reporting line to Manager Regional Planning Policy and Performance
Central – Hutt Valley	1	SMO Public Health	CHOD Public Health	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1	Team Leader Communicable Disease & Housing	Manager Service Delivery	Change reporting line to Manager Health Protection
Central – Hutt Valley	1	Clinical Nurse Leader	Manager Service Delivery	Change reporting line to Nursing Team Lead, Hutt & Capital Coast
Central – Hutt Valley	1	SMO Public Health	CHOD Public Health	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1	SMO Public Health	CHOD Public Health	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Central – Hutt Valley	1	Team Leader Child Health C&C	Manager Service Delivery	Change reporting line to Manager Community and Whānau Wellbeing, Capital Coast and Hutt Valley
Central – Hutt Valley	1	Team Leader Immunisation	Manager Service Delivery	Change reporting line to Manager Community and Whānau Wellbeing, Capital Coast and Hutt Valley
Central – Hutt Valley	1	Team Leader Analytical and Policy	General Manager RPH	Change reporting line to Manager Intelligence Central
Central – Hutt Valley	1	Team Leader Business Support	General Manager RPH	Change of reporting line to Regional Operations Manager Central
Central – Hutt Valley	1	Team Leader Health Protection	Manager Service Delivery	Change of reporting line to Manager Health Protection
Central – Hutt Valley	1	Māori Equity Lead	General Manager RPH	Change reporting line to Katakī Mana Whakahaere (Regional Māori Lead), Central
Central Whanganui	0.8	HPO Nutrition and Physical Activity	Clinical Nurse Manager	Change reporting line to Manager Community and Whānau Wellbeing Hutt and Capital Coast
Central Whanganui	0.8	Health Promoter	Clinical Nurse Manager	Change reporting line to Manager Community and Whānau Wellbeing Hutt and Capital Coast
Central Whanganui	1	Health Promotion Tobacco	Clinical Nurse Manager	Change reporting line to Manager Community and Whānau Wellbeing Hutt and Capital Coast

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Capital and Coast	1.56	House Officer - General Surgery	RMO Coordinator	Change reporting line to Medical Team Lead Capital Coast, Hutt Valley & Wairarapa
Nelson Marlborough	1	CNS Team Leader Communicable Diseases	Public Health Service Manager	Change reporting line to Manager Health Protection
Nelson Marlborough	1	Covid 19 Coordinator Team Leader	Public Health Service Manager	Change reporting line to Group Manager Nelson Marlborough
Nelson Marlborough	1.8	Health In All Policies Advisor	Strategic Advisor Public Health	Change reporting line to Manager Planning Policy and Performance
Nelson Marlborough	1	Health Promotions Manager	Public Health Service Manager	Change reporting line to Manager Community and Whānau Wellbeing
Nelson Marlborough	1	Medical Officer of Health/Public Health Physician	Public Health Service Manager	Change of reporting line to Medical Clinical Lead Nelson Marlborough
Nelson Marlborough	1	Public Health Analyst	Strategic Advisor Public Health	Change reporting line Manager Intelligence Te Waipounamu
Nelson Marlborough	1	Public Health Medicine Specialist	Public Health Service Manager	Change of reporting line to Medical Clinical Lead Nelson Marlborough
Nelson Marlborough	1.4	Public Health Medical Specialist MOOH	Public Health Service Manager	Change of reporting line to Medical Clinical Lead Nelson Marlborough
Nelson Marlborough	1	Team Leader Health Protection	Public Health Service Manager	Change reporting line to Manager Health Protection
Nelson Marlborough	1	Personal Assistant Team Lead	Public Health Service Manager	Change reporting line to Group Manager Nelson Marlborough
Waitaha Canterbury	3.6	Managers	General Manager	Change reporting line to Manager Community Whānau and Wellbeing
Waitaha Canterbury	0.8	Manager	General Manager	Change reporting line Manager Planning Policy and Performance
Waitaha Canterbury	0.5	Manager	General Manager	Change reporting line to Manager Community and Whānau Wellbeing
Waitaha Canterbury	1	Māori Relationship Manager	General Manager	Change reporting line to Manager Community Whānau and Wellbeing
Waitaha Canterbury	1	Medical Specialist	General Manager	Change reporting line to Group Manager Te Mana Ora. Change of direct reports.
Waitaha Canterbury	1	Medical Specialist	Medical Specialist	Change reporting Chief Clinical Advisor Health Protection

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waitaha Canterbury	1	Personal Assistant	General Manager	Change reporting line to Group Manager Waitaha Canterbury
Waitaha Canterbury	0.9	Team Leader	Manager	Change reporting line to Manager Intelligence Te Waipounamu
Waitaha Canterbury	0.8	Team Leader	Manager	Change reporting line to Manger Regional Public Health Policy and Strategy
Waitaha Canterbury	1	Team Leader	General Manager	Change reporting line to Manager Community Whānau and Wellbeing
Southern	4.5	Administration Officers	Service Manager	Change reporting line to Manager Community Whānau and Wellbeing
Southern	1	Administrative Assistant	Service Manager	Change reporting line to Manager Community Whānau and Wellbeing
Southern	2	Health Promotion Advisor	Team Leader Policy Strategy and Support	Change of reporting line Manager Planning Policy and Performance
Southern	1	Pou Whakare	Service Manager	Change reporting line to Kaitaki Mana Whakahaere (Regional Māori Lead), Te Waipounamu
Southern	1	Professional Leader for Health Protection	Service Manager	Change reporting to Manager Health Protections
Southern	0.5	Professional Leader Health Promotion	Service Manager	Change reporting line to Manager Community and Whānau Southern
Southern	2	Public Health Analyst	Team Leader Policy Strategy and Support	Change reporting line Manager Intelligence Te Waipounamu
Southern	2.6	Public Health Physician	Service Manager	Change reporting to Medical Team Lead Southern
Southern	1.4FT	Public Health Physician	Service Manager	Change reporting to Medical Team Lead Southern
Southern	1FT	Public Health Researcher/Analyst	Team Leader Policy Strategy and Support	Change reporting line Manager Intelligence Te Waipounamu
Southern	1	Public Health Team Leader	Service Manager	Change reporting line to Manager Community Whānau and Wellbeing
Southern	1.8FT	Registrar	Service Manager	Change reporting line to Medical Team Lead Southern
Southern	1	Senior Communications Advisor	Service Manager	Change to reporting line to Manager Regional Operations
Southern	0.8	Service Administrator	Service Manager	Change reporting line to Group Manager Southern
Southern	1.15	Specialist	Service Manager	Change reporting line to Medical Team Lead Southern

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Southern	0.5	Violence Intervention Programme Team Leader	Service Manager	Change reporting line to Manager Community and Whanau Wellbeing Southern
Southern	1	Team Leader Regulatory and Protection	Service Manager	Change reporting line to Manager Health Protection
<b>NATIONAL TEAMS</b>				
Promotion	1	Channel Manager *Currently vacant	General Manager Communications, Digital & Marketing	Change of reporting line to Manager Digital Enablement
Promotion	1	Marketing Team Lead	Marketing Manager (Acting)	Change of reporting line to Manager Social Marketing
Promotion	1	Manager Child/ Youth Wellbeing	General Manager Operations	Change of reporting line to Group Manager Programme Delivery Change in job title to Manager Youth & Wellbeing
Promotion	1	Manager Mental Wellbeing	General Manager Operations	Change of reporting line to Group Manager Programme Delivery
Promotion	1	Manager Wellbeing Through Prevention	General Manager Operations	Change of reporting line to Group Manager Programme Delivery
Promotion	1	Manager Health Resources	General Manager Communications Digital and Marketing	Change of reporting line to Group Manager Social Marketing and Communications
Promotion	1	Senior Policy Advisor	Manager Alcohol Policy and Advice	Change of reporting line to Manager Alcohol
Promotion	1	Principal Researcher Alcohol	General Manager Insights and Evaluation (Acting)	Change of reporting line to Manager Alcohol
Promotion	1	Advisor – Alcohol Harm Prevention	Manager Alcohol Policy and Advice	Change of reporting line to Manager Alcohol
Promotion	1	Principal Kaupapa Māori Researcher/Kairangahau	General Manager Insights and Evaluation (Acting)	Change of reporting line to Programme Design Lead
Promotion	1	Principal Advisor Tagata o le Moana	Kai Okohāpai, Te Tiriti o Waitangi	Change of reporting line to Programme Design Lead
Promotion	1	Senior Advisor Pasifika Advice and Partnerships	Kai Okohāpai, Te Tiriti o Waitangi	Change of reporting line to Programme Design Lead
Promotion	0.8	Senior Policy Advisor	Manager Alcohol Policy and Advice	Change of reporting line to Manager Alcohol
Promotion	1	Principal Advisor Alcohol	Manager Alcohol Policy and Advice	Change of reporting line to Manager Alcohol

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Prevention	1FT	Advisor	GM Vaccine Safety and Research	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.8	BSA IT Implementation Manager	Group Manager NSU	Change reporting line to Group Manager Adult Operations
Prevention	0.4FT	Chief Clinical Advisor	Director Prevention	Change reporting line to Group Manager Strategy and Service Delivery
Prevention	0.4 FT	Chief Clinical Advisor	GM Strategy and Planning	Change reporting line to Group Manager Strategy and Service Delivery
Prevention	1	Clinical Lead	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.6FT	Clinical Lead Bowel Screening	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.4FT	Clinical Lead Gynaecology/Colposcopy	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.5FT	Clinical Lead Pathology/Laboratories	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.4	Clinical Lead Breast Screening	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	1	Delivery Lead	Director Prevention	Change reporting line to Group Manager Implementation and Major Delivery Projects
Prevention	1	Delivery Lead Prevention	Director Prevention	Change reporting line to Group Manager Implementation and Major Delivery Projects
Prevention	1	Executive Assistant	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	1	Executive Assistant	Group Manager NSU	Change reporting line to Group Manager Adult Operations
Prevention	1	Lead Contracting	GM Quality, Contracts and Workforce	Change reporting line to Group Manager Strategy Service Design and Innovation
Prevention	1 FT	Manager	GM Quality Contractors and Workforce	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	1 FT	Manager	Group Manager Operations	Change reporting line to Group Manager Sector and Community Engagement, job title change to Manager Distribution and Logistics
Prevention	1	Manager	Group Manager NSU	Change reporting line to Group Manager Adult Operations

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Prevention	1	Manager	Group Manager NSU	Change reporting line to Group Manager Adult Operations. Loss of some direct reports
Prevention	1	Manager Immunisation NIP	Group Manager Operations	Reporting line change to Group Manager Operations Antenatal Child and Youth. Job title change to Manager Childhood Immunisation
Prevention	0.8FT	PH Physician Monitoring & Evaluation	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.2FT	Primary Care Lead	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.6	Primary Care Lead	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	1	Principal Advisor	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.9	Principal Advisor Vacant	Programme Manager NCSP	Change reporting line to Group Manager Operations Adult.
Prevention	0.6FT	Principal Advisor	GM Strategy and Planning	Change reporting line to Group Manager Strategy and Service Delivery
Prevention	1FT	Principal Advisor	GM Vaccine Safety and Research	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	0.6	Principal Technical Specialist	Clinical Director Screening	Change reporting line to Group Manager Quality, Clinical and Safety
Prevention	1	Programme Delivery Manager	Quality Manager	Change reporting line to Group Manager Implementation and Major Project Delivery
Prevention	1	Programme Manager AN & NB	Group Manager NSU	Change reporting line to Group Manager Antenatal, Child and Youth. Title change to Manager Antenatal and Childhood Screening. Change of one direct report.
Prevention	1	Programme Manager NCSP	Group Manager NSU	Reporting line change to Group Manager Adult Operations. Title change to National Cervical Screening. Change of 2 direct reports.
Prevention	1FT	Project Coordinator	GM Quality Contracts and Workforce	Change reporting line to Group Manager Quality Clinical and Safety
Prevention	1FT	Public Health Medicine Registrar	Clinical Director Screening	Change reporting line to Group Manager

# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Protection and PH Emergency Response and Co-ordination	1	Manager, National Investigation Service	Interim Director Outbreak Response	Change of reporting line to Group Manager Communicable Disease
Protection and PH Emergency Response and Co-ordination	1 FT	COORDINATOR	General Manager Response & Coordination	Change of reporting line to Group Manager Public Health Emergency Coordination and Response
Protection and PH Emergency Response and Co-ordination	1 FT	Chief Clinical Advisor	Group Manager Tracing, Testing & Supply	Change of reporting line to Chief Clinical Advisor Health Protection
Protection and PH Emergency Response and Co-ordination	1 FT	Acting Group Manager	Interim Director Outbreak Response	Change of reporting line to Group Manager COVID 19 Operations
Protection and PH Emergency Response and Co-ordination	1 FT	Senior Advisor	Principal Advisor	Change of reporting line to Group Manager Communicable Disease
Protection and PH Emergency Response and Co-ordination	1 FT	General Manager Response & Coordination	Interim Director Outbreak Response	Change of reporting line to Director Protection and PH Emergency Response and Coordination
Protection and PH Emergency Response and Co-ordination	1	Manager - Environmental Health	Interim Director Health Protection	Change of reporting line to Group Manager Environmental and Border Health
Protection and PH Emergency Response and Co-ordination	1	Principle Advisor - Border	Interim Director Health Protection	Change of reporting line to Manager Border Health and Quarantine
Protection and PH Emergency Response and Co-ordination	1 FT	Principal Advisor - ITOC	Interim Director Health Protection	Change of reporting line to Group Manager Environmental & Border Health
Protection and PH Emergency Response and Co-ordination	1	Senior Advisor - Environmental Health	Interim Director Health Protection	Change of reporting line to Group Manager Environmental & Border Health

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Protection and PH Emergency Response and Co-ordination	1	Principal Advisor	Interim Director Health Protection	Change of reporting line to Group Manager Communicable Disease
Protection and PH Emergency Response and Co-ordination	1 FT	Principal Advisor	Principal Advisor	Change of reporting line to Group Manager Communicable Disease
Intelligence	1	Manager Research & Insights	General Manager Insights and Evaluation (Acting), Promotion	Change of reporting line to National Evidence Manager
Intelligence	1	Analyst	Manager	Change of reporting line to Intelligence Manager Te Manawa Taki
Intelligence	1	Researcher	Manager	Change of reporting line to Intelligence Manager Te Manawa Taki
Intelligence	1	Analyst	Manager	Change of reporting line to Intelligence Manager Te Manawa Taki
Intelligence	1	Manager	General Manager	Change of reporting line to Intelligence Manager Northern Changes to direct reports.
Intelligence	0.8	Advisor	Manager	Change of reporting line to Intelligence Manager Northern
Intelligence	1	Analyst	Manager	Change of reporting line to Intelligence Manager Northern
Intelligence	0.8	Medical Specialist	Medical Specialist	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	0.9	Team Leader	Manager	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	0.8	Public Health Analyst	Team Leader	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1	Medical Specialist	Medical Specialist	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1 FT	Senior Advisor	GM vaccine Safety and Research	Change reporting to Manager Quality and Safety
Intelligence	1	Team Leader Analytical and Policy	General Manager RPH	Change reporting line to Intelligence Manager Central
Intelligence	0.5	Health In All Policies Advisor	Special Projects Lead	Change reporting line to Intelligence Manager Central



# Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Intelligence	1	Lead - Public Health Surveillance Planning & Policy Team	INTERIM SERVICE MANAGER	Change reporting to Intelligence Manager Northern
Intelligence	1	Public Health Analyst	STRATEGIC ADVISOR PUBLIC HEALTH	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1	Public Health Analyst	Team Leader-Policy Strategy And Support	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1	Public Health Researcher/Analyst	Team Leader-Policy Strategy And Support	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1	Public Health Analyst	Team Leader-Policy Strategy And Support	Change reporting to Intelligence Manager Te Waipounamu
Intelligence	1	Population Health Analyst	Operations Manager Public Health	Change reporting to Intelligence Manager Te Manawa Taki
Intelligence	1 FT	Advisor	GM vaccine Safety and Research	General Manager, Intelligence, National
Intelligence	1	Senior Analyst	Manager - PHAD	Change reporting to Intelligence Manager Te Manawa Taki
Intelligence	1	Analyst	Manager - PHAD	Change reporting to Intelligence Manager Te Manawa Taki
Intelligence	0.9	Analyst	Manager - PHAD	Change reporting to Intelligence Manager Te Manawa Taki
Planning etc	1 FT	Portfolio Manager		Change of reporting line to Purchasing and Procurement Lead
Planning etc	1 FT	Portfolio Manager		Change of reporting line to Purchasing and Procurement Lead

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Ringatohu Hauora, Maori Tumatani		Māori Equity Lead	General Manager RPH	Change of reporting line to Regional Māori Lead, Central
Ringatohu Hauora, Maori Tumatani	1	Kaumātua	Kai Okohāpai, Te Tiriti o Waitangi, HPA	Change of reporting line to Director Māori Public Health
Ringatohu Hauora, Maori Tumatani	1	Advisor(Phs)	General Manager Auckland	Change of reporting line to Regional Māori Lead, Northern
Ringatohu Hauora, Maori Tumatani	1	Pou Whakatere,	Service Manager, Southern	Change of reporting line to Regional Māori Lead, Southern
Ringatohu Hauora, Maori Tumatani	1 FT	Chief Advisor Equity	Interim Director Outbreak Response	Change of reporting line to Director Māori Public Health
Ringatohu Hauora, Maori Tumatani	1 FT	GM Equity	Acting Director Protection	Change of reporting line to Director Māori Public Health
Pacific Public Health	1 FT	GM Equity	Acting Director Prevention	Change of reporting line to Director, Pacific Public Health
Pacific Public Health	1 FT	Pacific Lead	General Manager, Auckland	Change of reporting line to Regional Pacific Equity Lead, Northern
Transformation	1 FT	Project Manager	National Lead, PHA	Change of reporting line to Manager, Public Health Policy Innovation & Advancement. Change of title to Senior Policy Analyst
Office of The National Director	1	Principal Advisor	Director Office of the National Director	Change of reporting line to Manager Advisor and Ministerial Services
Office of The National Director	1	Advisor	Director Office of the National Director	Change of reporting line to Manager Advisor and Ministerial Services
Office of The National Director	1 FT	Manager Advisory	Interim Director Outbreak Response	Change of reporting line to Director Office of the National Director
Office of The National Director	1 FT	Team Leader	Director Office of the National Director	Change of reporting line to Manager Business Support
Office of The National Director	1 FT	Advisor	Director Office of the National Director	Change of reporting line to Manager Business Support
Office of The National Director	1 FT	Team Leader	Director Office of the National Director	Change of reporting line to Manager Business Support
Office of The National Director	1 FT	Senior Advisor	Director Office of the National Director	Change of reporting line to Manager COVID 19 Ministerial Advisory
Office of The National Director	1 FT	Senior Advisor	Director Office of the National Director	Change of reporting line to Manager Business Support

## Appendix 2: Positions potentially impacted - Change of reporting line

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Office of The National Director	1 FT	Business Adviser Finance	Group Manager Operations, Outbreak Response	Change of reporting line to Manager COVID 19 Ministerial Advisory
Office of The National Director	1 FT	Senior Advisor	Group Manager Operations, Outbreak Response	Change of reporting line to Manager COVID 19 Ministerial Advisory
Office of The National Director	1 FT	Advisor	Group Manager Operations, Outbreak Response	Change of reporting line to Manager COVID 19 Ministerial Advisory
Office of The National Director	1 FT	Advisor	Group Manager Operations, Outbreak Response	Change of reporting line to Manager COVID 19 Ministerial Advisory
Office of The National Director	1	Advisor	Director Office of the National Director	Change of reporting line to Manager Advisor and Ministerial Services

## Appendix 2: Positions & Teams proposed to move to different Business Units

The following individual roles and whole teams are better aligned to other Business Units within Te Whatu Ora and it is recommended these individuals and teams refer to the change proposals for the Business Units annotated below when they become available. Note that no changes are proposed to these roles until the proposals for the relevant Business Unit (as noted below) are released.

District	Team/Position Title	Business Unit	Would report to
Hawke's Bay	Tuai Kopu Programme Coordinator	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Kaitakawaenga - Tuai Kopu	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Cultural Liaison Advisor - Pacific	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Kaiwhakarite	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Kaitakawaenga	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Kaitakawaenga	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Māori Health Improvement Advisor	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Māori Health Improvement Advisor	Service Improvement & Innovation	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawkes Bay	Nurse Director Māori Health	Service Improvement & Innovation	Nursing Team Lead Hawkes Bay, MidCentral & Whanganui
Tairāwhiti	Analyst	Commissioning	Manager Community & Whānau Wellbeing Tairāwhiti
Auckland	Smoke Free Co-ordinator	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Auckland	Smoke Free Practitioner	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Auckland	Smoke Free Practitioner	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Auckland	Smoke Free Practitioner	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Counties Manukau	Smoke Free Referrals Co-ordinator	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Counties Manukau	Portfolio Manager, Smoke Free	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Tamaki Makaurau
Hawke's Bay	Smoke Free Project Co-ordinator	Hospital & Specialist Services	Manager Community & Whānau Wellbeing, Hawke's Bay
Hawke's Bay	Smoke Free Co-ordinator, Maternal & Child	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Hawke's Bay

District	Team/Position Title	Business Unit	Would report to
Hawke's Bay	Smoke Free Liaison Nurse	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Hawke's Bay
Hawke's Bay	Smoke Free Team Leader	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Hawke's Bay
Nelson Marlborough	Smoke Free Engagement Co-ordinator	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Marlborough
Nelson Marlborough	Smoke Free Manager	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Marlborough
Northland	Hospital Smoke Free Facilitator	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Northern
South Canterbury	Smoke Free Team Leader	Hospital & Specialist Services	Manager Community & Whānau Wellbeing Waitaha
Counties Manukau	PaRCH Team	Hospital & Specialist Services	Director, Pacific Public Health
Waitemata	Pacific Project Manager	Hospital & Specialist Services	Director, Pacific Public Health
Southern	Service Manager Population Health	Commissioning	Manager Community and Whānau Wellbeing Southern
Southern	Service Administrator	Commissioning	No change
Southern	Medical Officer x2	Commissioning	No change
Southern	SMO x2	Commissioning	No change
Southern	Unit Manager	Commissioning	No change
Southern	Public Health Nurse	Commissioning	No change
Southern	Quality Assurance Lead	Commissioning	No change
Southern	Nurse Practitioner	Commissioning	No change

## 1 How was the proposed NPHS structure developed?

- The NPHS leadership team has developed the proposed structures based on what we will need to deliver to achieve Pae Ora, including our actions under Te Pae Tata. This includes new ways of working together across NPHS, as well as with other Business Units such as Commissioning and Pacific Health, and our government partners including Te Aka Whai Ora and the Public Health Agency.
- These initial drafts are also based on feedback we received from teams across NPHS through workshops and informal team discussions on what is currently working, what is not working, and suggestions on changes that people want to see.
- In preparing for consultation, we have drawn on the HR systems of 29 organisations to identify who our kaimahi are and the roles that you perform. We know there may be some people who haven't been identified in the structure or haven't been put into the right team. If this is you, we apologise and ask for help during this consultation phase to let us know so we can get our structures right.
- These proposed structures are very much 'drafts' and are being used to inform the basis for discussions with our teams. This is a genuine consultation and we want to hear from you about any issues, opportunities and ways we could do things differently.

## 2 What are the intended benefits of the proposed structure?

- Some of the key features of the proposed structure include:
  - enabling us to operate in Te Tiriti-dynamic ways, including the formation of our Māori Public Health team, strengthened Māori leadership and decision-making, and increased access to kaupapa Māori and whānau-centred services;
  - delivering on equity, including the establishment of our Pacific Public Health team and role alignment to support the whole of NPHS to become even more equity-focused;
  - strong local services that can work closely alongside local communities, and that are regionally co-ordinated to address any gaps in services and capacity through the sharing of specialist knowledge and skills across the region;

- whānau and community-centred approaches, so that we can be more 'community-oriented' rather than 'service-oriented'. This will enable us to better partner with communities, consider their range of needs, and plan for health services more holistically;
- unleashing the potential of population health by integrating previously separate services, so that we can deliver better health for our communities and better value for the health system. This includes developing ways to enhance and share best practice, optimising our efficiency by bringing together similar functions, reducing unnecessary duplication and standardising where it makes sense to do so; and
- working into, and with, wider teams within Te Whatu Ora and Te Aka Whai Ora.
- We are keen to hear your ideas on ways the structure can better deliver on these priorities, as well as our other priorities set out in Te Pae Tata.

## 3 Where can I find out more about the new structure?

- You can access all the consultation documents on your local intranet or the Te Whatu Ora intranet, depending on where you are based.
- We'll be having discussions on the proposed structures and how they could work in workshops and drop-in sessions. You'll be able to ask any questions you might have and hear from others in the team. Further information is in the engagement plan.
- Any questions can be sent to [NPHSpeople@health.govt.nz](mailto:NPHSpeople@health.govt.nz) and we will then circulate common questions and answers to all our kaimahi.

## 4 What sort of feedback is most helpful?

- Are there other alternative ways we should be considering? If yes, please let us know along with the benefits of an alternative approach.
- What opportunities do you see that we may have missed?
- What are the risks that you see that we need to consider?
- Are there roles or functions we have missed?

### 5 What will happen to the interim roles funded by the COVID-19 budget beyond June 2023?

- We are currently confirming the extension of COVID-19 funding beyond June 2023 with Ministers, and how this needs to be allocated.
- Our COVID-19 team members provide critical services and the NPHS will require some of our current COVID-19 roles in the long term to deliver functions that have become our core responsibilities since the pandemic started. Service continuity in these areas will continue to be a critical priority for NPHS, with a particular focus on the vital role our Māori and Pacific COVID-19 workforce continues to play for our communities.
- We acknowledge how challenging it is for you without long-term funding certainty and we are working as hard as we can on this. We will let you know as soon as we can about what is happening with the funding and relevant roles.

### 6 Why are medical leads listed at 0.2 FTE and nursing leads at 0.5 FTE in regions?

- These proposed roles are listed for the leadership component of the roles only.
- We anticipate that those roles would be full-time people that have a component of their FTE dedicated to team leadership.
- We want to get better alignment between local services about our clinical leadership roles, which have very varied FTE associated with the leadership components at present.

### 7 When will the other layers of the proposed NPHS structure be released?

- Our priority is working through your feedback to get to a decision document relating to this consultation. This current proposal already considers how the majority of our NPHS teams would work in relation to our new operating model. Although we will review the remainder of our structure in line with the final decision document, we expect that would be a comparatively smaller proposal.

# Appendix 4: Engagement Plan – National

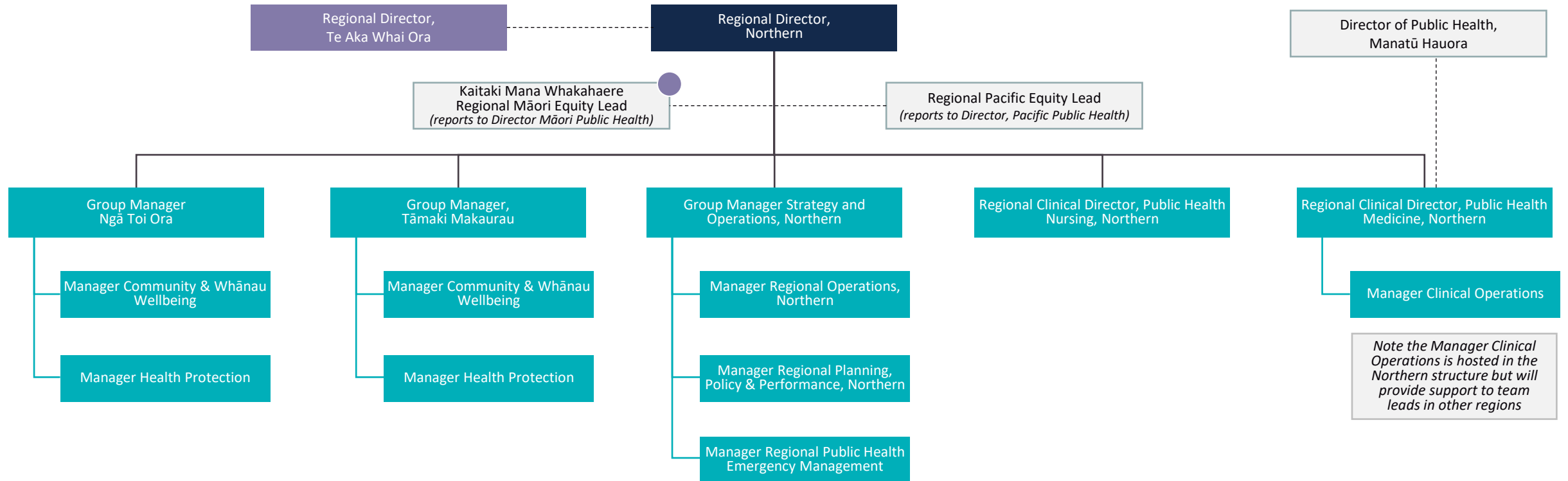
Engagement Activity	Location	Venue	Date	Time	NPBS Attendees
All Staff Online Hui	Virtual	Teams	Thursday 30 March	2-3pm	Nick Chamberlain, Maria Poynter
Protection & Outbreak Response	Virtual	Teams	Monday 3 April	1-2pm	Matt Hannant, Maria Poynter
Promotion & PH Communications	Virtual	Teams	Monday 3 April	2-3pm	Kathrine Clarke, Maria Poynter
Regional	Virtual	Teams	Monday 3 April	3-4pm	Hayden McRobbie, Natasha White, Paula Snowden, Vince Barry, Graham Cameron, Api Poutasi, Juliet Rumball-Smith
Prevention	Virtual	Teams	Tuesday 4 April	8.30-9.30	Astrid Koornneef, Nick Chamberlain
Intelligence	Virtual	Teams	Tuesday 4 April	11-12noon	Juliet Rumball-Smith, Maria Poynter
Transformation +OND	Virtual	Teams	Tuesday 4 April	1-2pm	Maria Poynter, Saskia Patton
Equity Nucleus	Virtual	Teams	Wednesday 5 April	2.30-3.30pm	Graham Cameron, Api Poutasi, Maria Poynter

# Appendix 4: Engagement Plan - Regional

Engagement Activity	Location	Venue	Date	Time	NPHS Attendees
Northern Region	Virtual	Teams	Monday 3 April	9am	Hayden Mc Robbie
	Auckland Regional Public Health	In person	Friday 31 March & Mon 17 April	All Day	Hayden Mc Robbie
	Northland	In person	Thursday 20 April	All Day	Hayden Mc Robbie
Te Manawa Taki	Tauranga	In person	Friday 31 March & Tuesday 11 April	All Day	Natasha White
	Taranaki	In person	Wednesday 5 & Thursday 13 April	All Day	Natasha White
	Hamilton	In person	Thursday 6, Friday 14 & 20 April	All Day	Natasha White
	Gisbourne	In person	Tuesday 18 April	All Day	Natasha White
	Rotorua	In person	Wednesday 19 April	All Day	Natasha White
Central Region	Virtual	Teams	Mon 3 April	All Day	Paula Snowden
	Hawkes Bay	In person	Thurs 6 April	All Day	Paula Snowden
	3DHB (Lower Hutt)	In person	Tues 11 April	All Day	Paula Snowden
	Palmerston North	In person	Wed 12 April	All Day	Paula Snowden
Te Waipounamu	Virtual	Teams	Fri 31 March	All Day	Vince Barry
	Christchurch	In person	Mon 3 April	All Day	Vince Barry
	Nelson	In person	Thurs 6 April	All Day	Vince Barry
	Dunedin	In person	Thurs 13 April	All Day	Vince Barry

# Appendix 5: Detailed proposed organisational structures

## Proposed Tier 3 – 5 organisational structure, Northern Region, NPHS



*Note the Manager Clinical Operations is hosted in the Northern structure but will provide support to team leads in other regions*

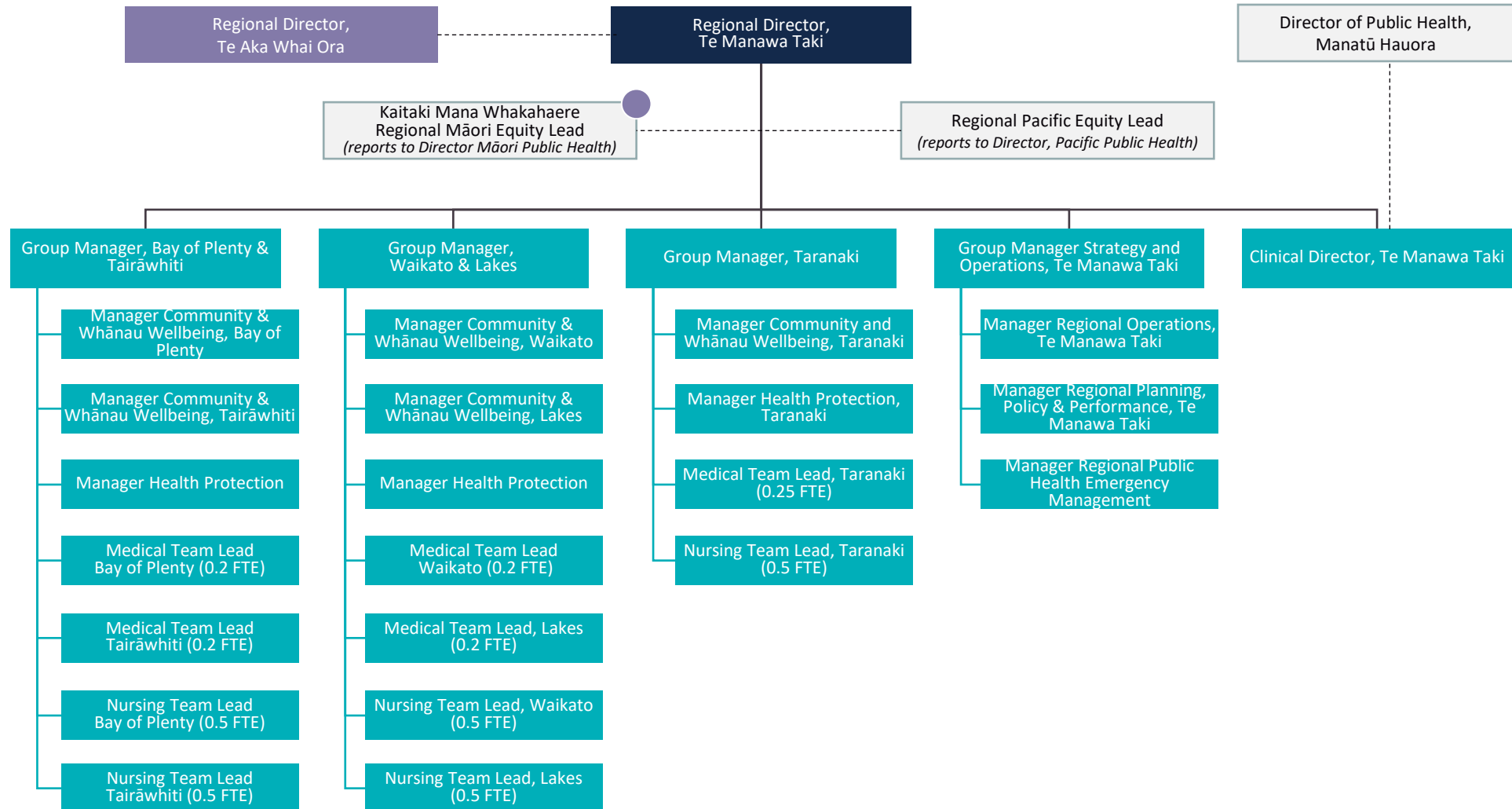
New role
Changed role
Existing role

●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■	Te Aka Whai Ora role
■	Role with accountabilities to Te Aka Whai Ora



# Appendix 5: Detailed proposed organisational structures

## Proposed Tier 3 – 5 organisational structure, Te Manawa Taki Region, NPHS

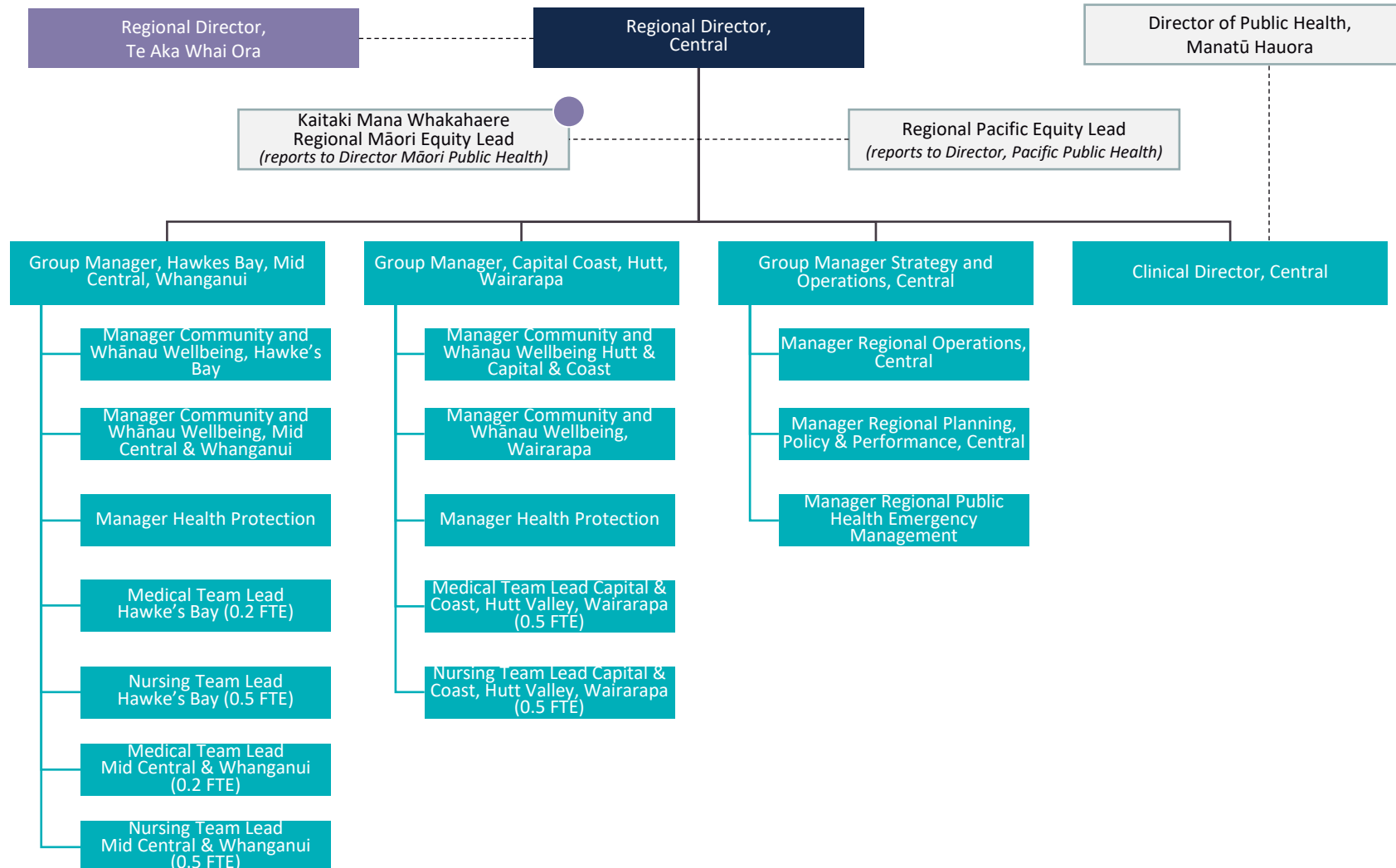


New role
Changed role
Existing role

●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■	Te Aka Whai Ora role
■	Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

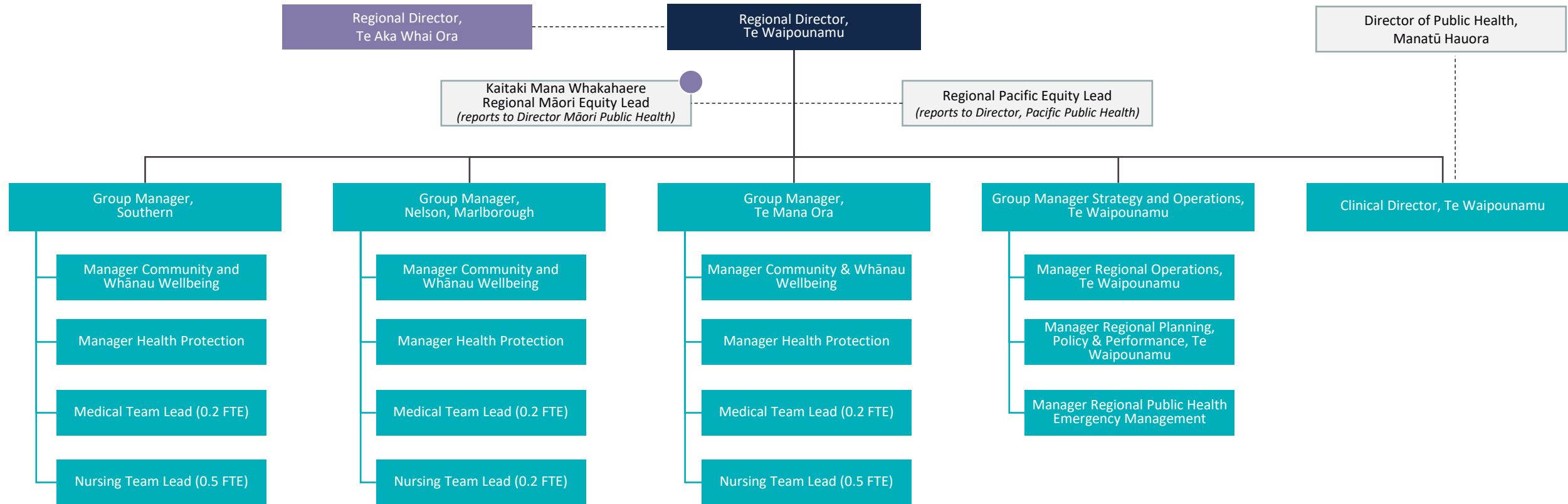
## Proposed Tier 3 – 5 organisational structure, Central Region, NPHS



New role
Changed role
Existing role
● Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■ Te Aka Whai Ora role
▨ Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

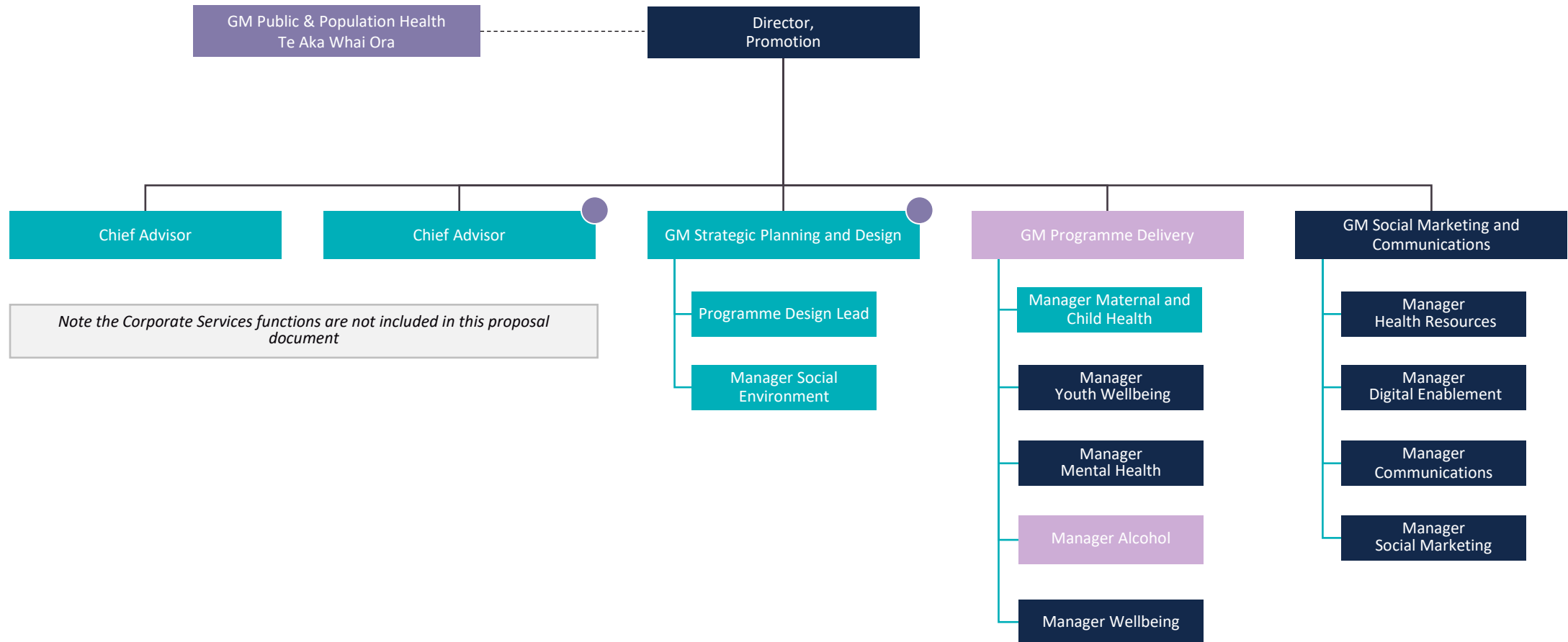
## Proposed Tier 3 – 5 organisational structure, Te Waipounamu Region, NPHS



<span style="background-color: #008080; color: white; padding: 2px;">New role</span>
<span style="background-color: #808080; color: white; padding: 2px;">Changed role</span>
<span style="background-color: #d3d3d3; padding: 2px;">Existing role</span>
<span style="color: #000080;">●</span> Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
<span style="background-color: #808080; color: white; padding: 2px;">Te Aka Whai Ora role</span>
<span style="background-color: #d3d3d3; padding: 2px;">Role with accountabilities to Te Aka Whai Ora</span>

# Appendix 5: Detailed proposed organisational structures

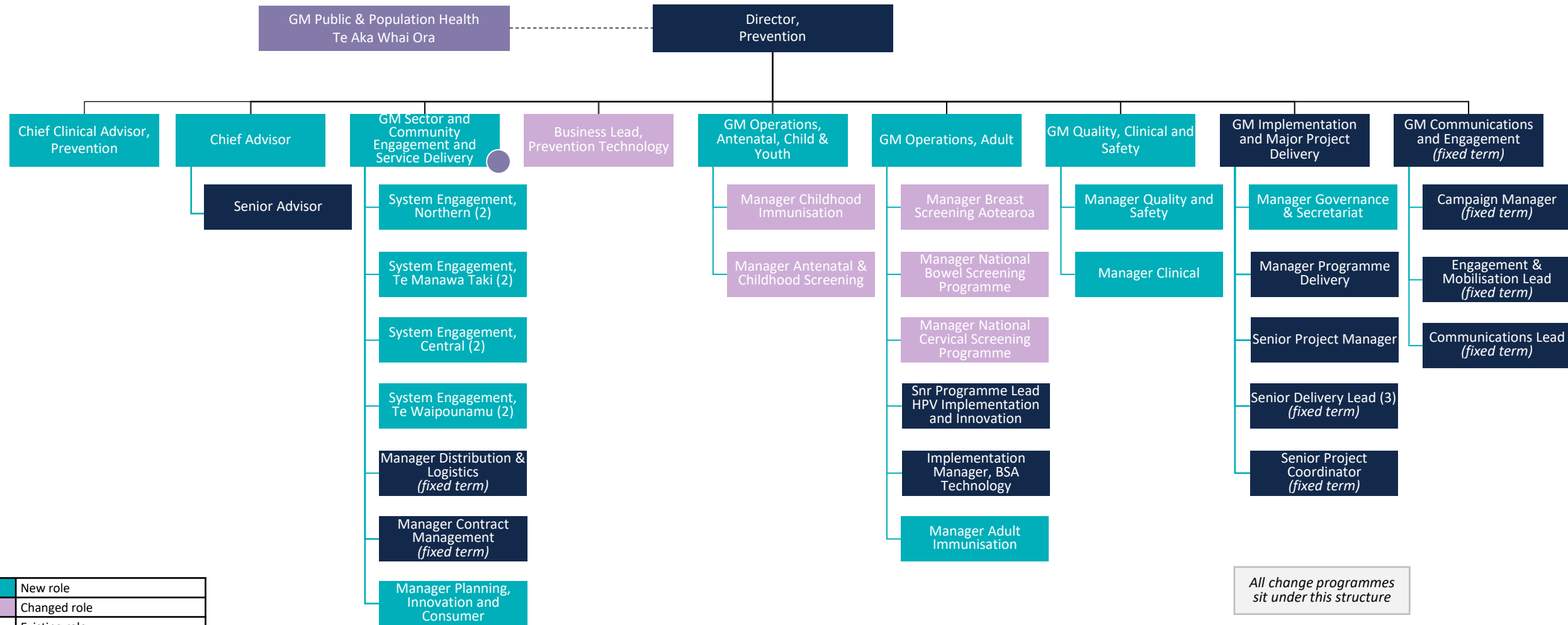
## Proposed Tier 3 – 5 organisational structure, Promotion, NPHS



New role
Changed role
Existing role
● Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■ Te Aka Whai Ora role
▨ Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

## Proposed Tier 3 – 5 organisational structure, Prevention, NPHS

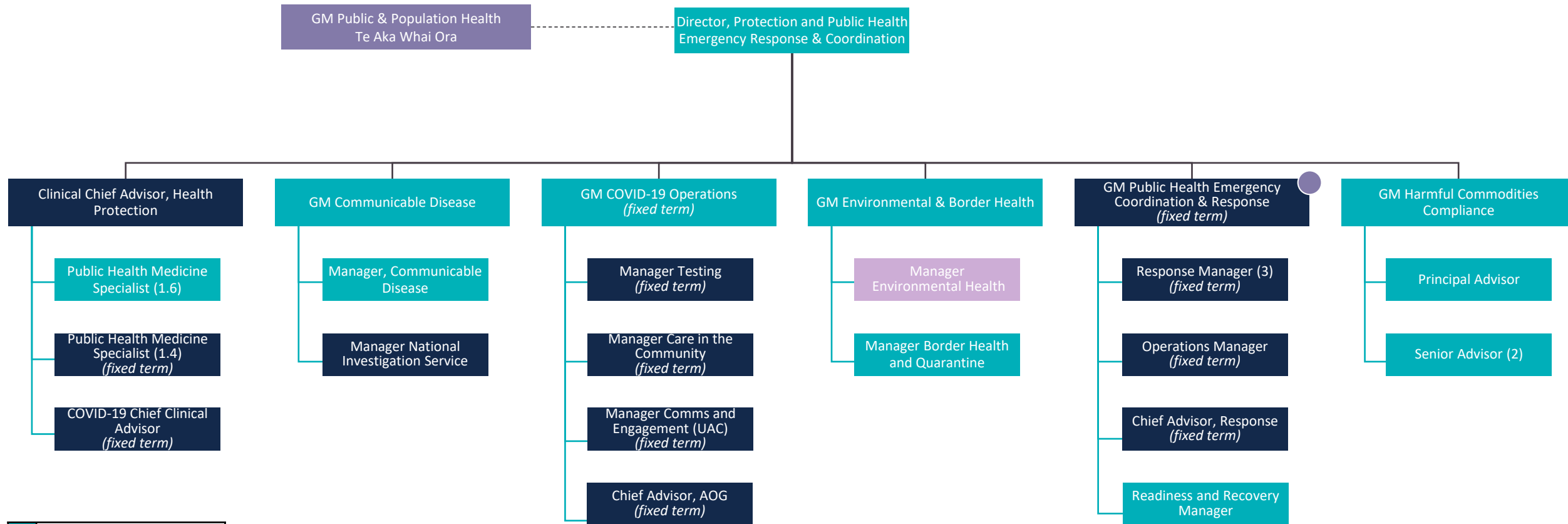


All change programmes sit under this structure

	New role
	Changed role
	Existing role
●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
	Te Aka Whai Ora role
	Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

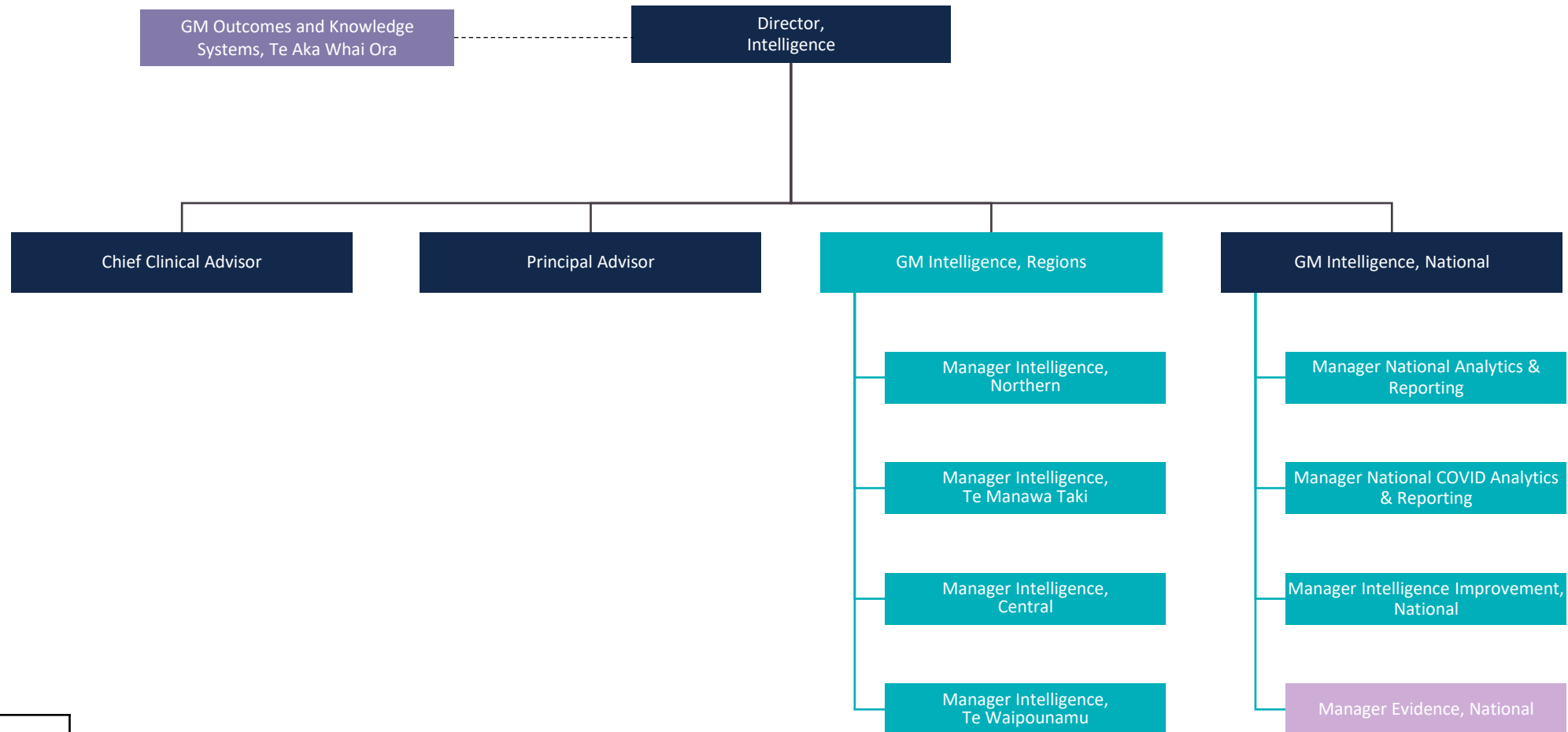
## Proposed Tier 3 – 5 organisational structure, Protection and Public Health Emergency Response & Coordination, NPHS



New role
Changed role
Existing role
● Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■ Te Aka Whai Ora role
▨ Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

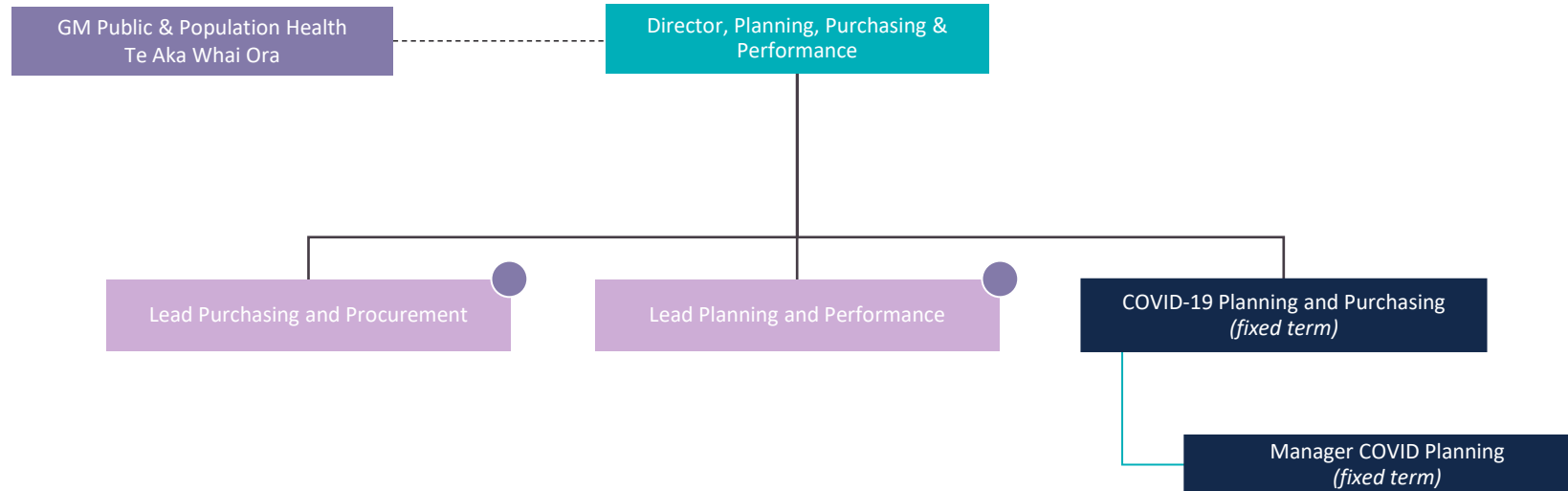
## Proposed Tier 3 – 5 organisational structure, Intelligence, NPHS



<span style="background-color: #00A09A; color: white; padding: 2px;">New role</span>	New role
<span style="background-color: #A080C0; color: white; padding: 2px;">Changed role</span>	Changed role
<span style="background-color: #D9E1F2; color: white; padding: 2px;">Existing role</span>	Existing role
<span style="color: #00A09A;">●</span> Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori	
<span style="background-color: #808080; color: white; padding: 2px;">Te Aka Whai Ora role</span>	Te Aka Whai Ora role
<span style="background-color: #D9E1F2; color: white; padding: 2px;">Role with accountabilities to Te Aka Whai Ora</span>	Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

## Proposed Tier 3 – 5 organisational structure, Planning, Purchasing & Performance, NPHS

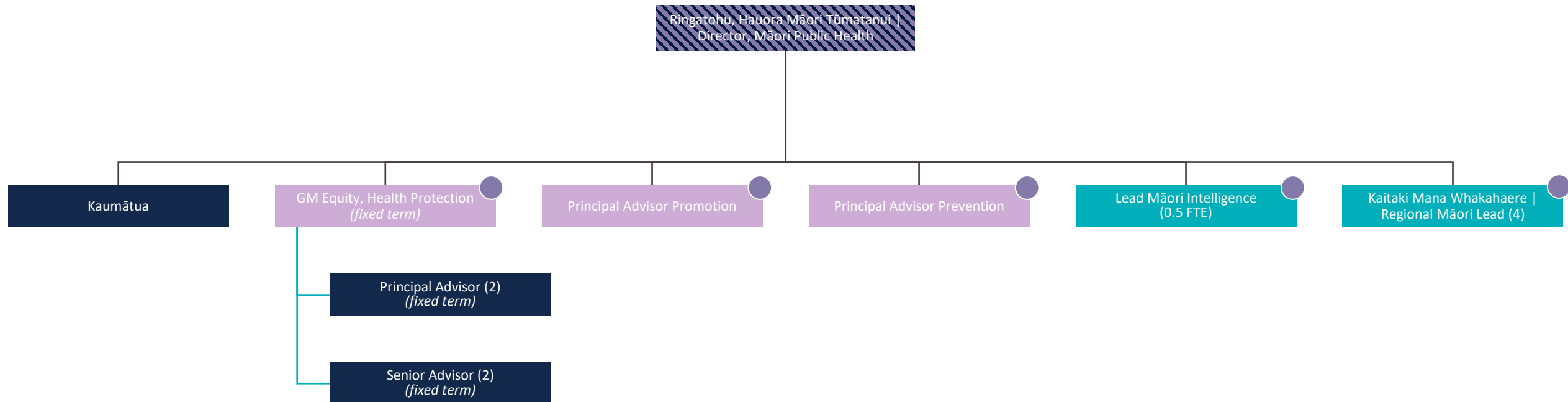


	New role
	Changed role
	Existing role
●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
	Te Aka Whai Ora role
	Role with accountabilities to Te Aka Whai Ora



# Appendix 5: Detailed proposed organisational structures

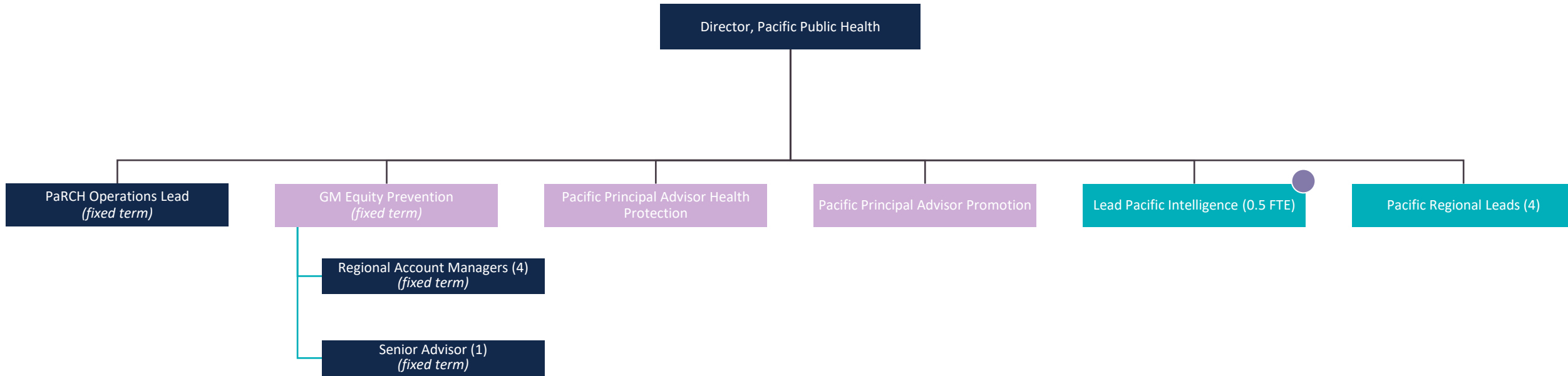
## Proposed Tier 3 – 5 organisational structure, Hauora Māori Tūmatanui | Māori Public Health, NPHS



<span style="background-color: #008080; color: white; padding: 2px;">New role</span>
<span style="background-color: #C080C0; color: white; padding: 2px;">Changed role</span>
<span style="background-color: #FFFFFF; color: black; padding: 2px;">Existing role</span>
<span style="color: #000080;">●</span> Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
<span style="background-color: #800080; color: white; padding: 2px;">Te Aka Whai Ora role</span>
<span style="background-color: #808080; color: white; padding: 2px;">Role with accountabilities to Te Aka Whai Ora</span>

# Appendix 5: Detailed proposed organisational structures

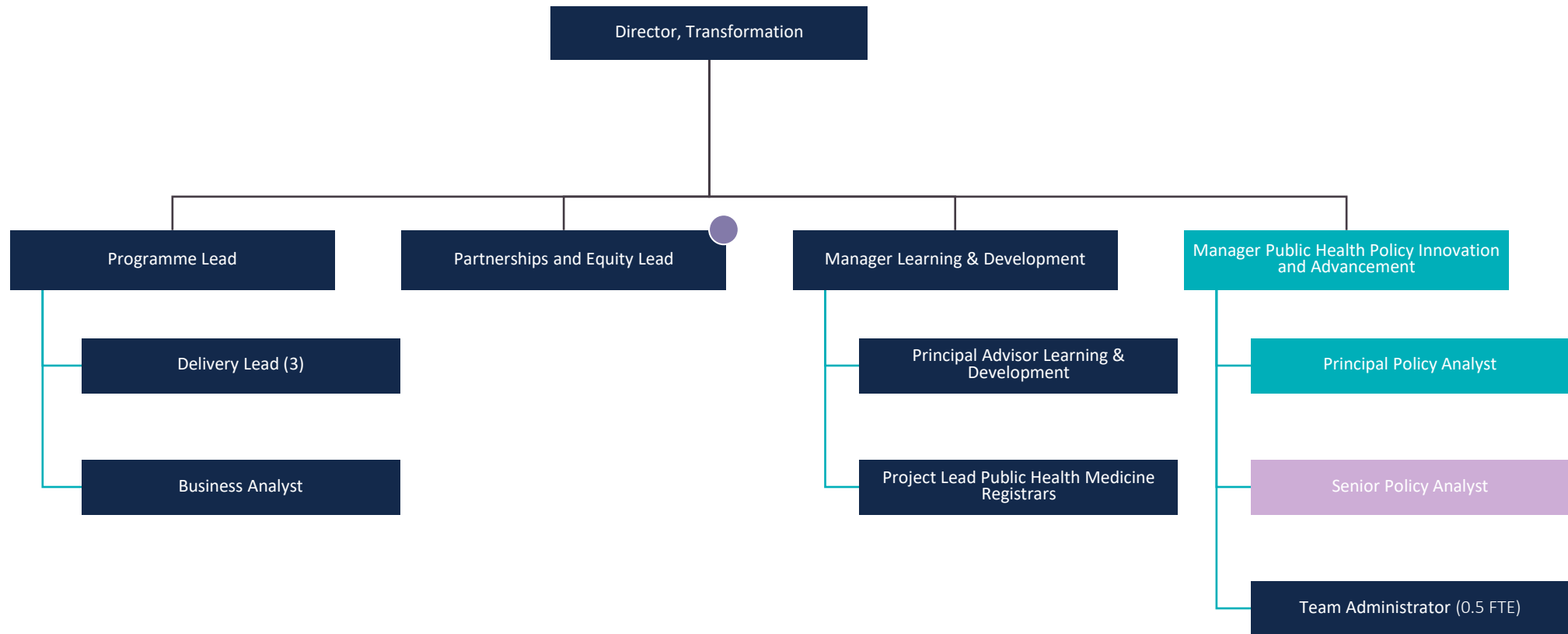
## Proposed Tier 3 – 5 organisational structure, Pacific Public Health, NPBS



	New role
	Changed role
	Existing role
●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■	Te Aka Whai Ora role
▨	Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

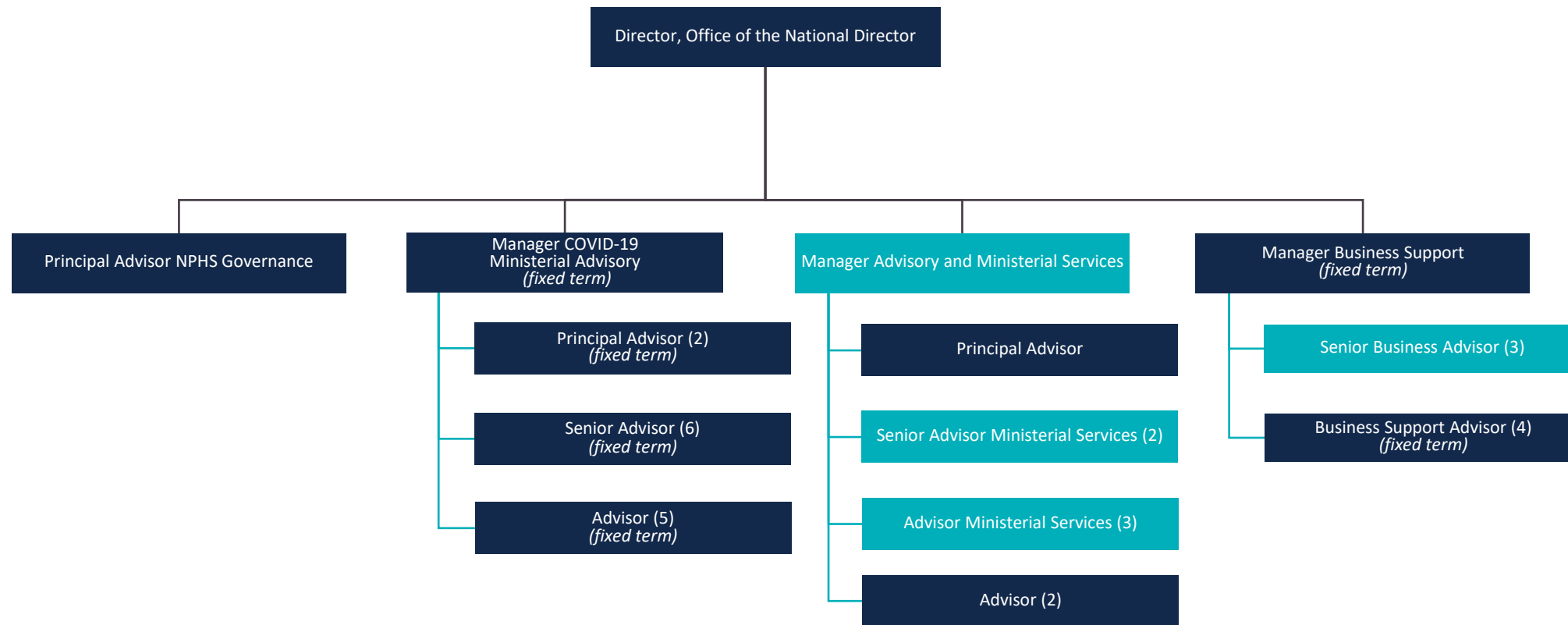
## Proposed Tier 3 – 5 organisational structure, Transformation, NPHS



<span style="background-color: #008080; width: 15px; height: 10px; display: inline-block;"></span>	New role
<span style="background-color: #800080; width: 15px; height: 10px; display: inline-block;"></span>	Changed role
<span style="background-color: #000000; width: 15px; height: 10px; display: inline-block;"></span>	Existing role
<span style="color: purple;">●</span>	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
<span style="background-color: #483D8B; width: 15px; height: 10px; display: inline-block;"></span>	Te Aka Whai Ora role
<span style="background: repeating-linear-gradient(45deg, transparent, transparent 2px, #000000 2px, #000000 4px); width: 15px; height: 10px; display: inline-block;"></span>	Role with accountabilities to Te Aka Whai Ora

# Appendix 5: Detailed proposed organisational structures

## Proposed Tier 3 – 5 organisational structure, Office of the National , NPHS



	New role
	Changed role
	Existing role
●	Identified by Te Aka Whai Ora as a critical role for equitable outcomes for Māori
■	Te Aka Whai Ora role
▨	Role with accountabilities to Te Aka Whai Ora