

Procurement and Supply Chain Consultation Document

13 April 2023

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SECTION 1: Executive Summary & Foreword



Chris Morgan
Director, P&SC

This discussion document is the culmination of a great deal of work many of you have participated in. I want to thank all of you that have been involved in or contributed to that work.

In March last year the Interim Health New Zealand Board approved the high-level operating model for Procurement & Supply Chain (P&SC). In July, the Steering Group endorsed our proposed future operating models. In August, we sought broader feedback on those operating models through engagement with teams across the motu. In January 2023, we established the P&SC Senior Leadership Team and recruited some of their direct reports.

The proposed changes in this document seek to maximise the opportunity through us all coming together as one national team, utilising the skillsets and capabilities within our teams on a broader integrated scale. We know that despite the efforts of many, the system we operate in needs to be more cohesive, and our clinical engagement model is variable. We need to underpin the Pae Ora intentions with a deliberate strategy for P&SC to contribute to improving equity. This is our opportunity.

Our vision is for a highly customer-centric team. One team with a distributed footprint to ensure we remain connected to those customers in our local hospitals and communities who provide care to patients and their whānau, where our health staff will have the resources they need, when they need them to effectively care for their patients.

We're now starting the second phase towards implementing our vision.

We will proactively work alongside Te Aka Whai Ora to help reduce inequitable health outcomes and unmet health needs, particularly for Māori, Pacific Peoples and people living with disabilities in our communities.

The health system will always have constrained resources, so we need to leverage our scale, reduce unwarranted variation, eliminate duplication, and work with our suppliers to take tangible cost out of the system and increase public value from the money we spend. We will implement world class systems and processes so that we can release time to care, building upon what currently works well and making changes where we know it will deliver better services.

To do this we will enable our people with training and development and provide an environment where they have authority to act within the parameters of their role.

I am excited about the future of P&SC in Te Whatu Ora and looking forward to bringing the team together, working as one team alongside our customers.

This consultation will be open until 12th May 2023, and I hope you will take the opportunity to share with me your thoughts, reflections, and suggestions.

Finally, I know that change is not easy, and I encourage all of you to consider further discussion with your manager or EAP, if you feel that would be beneficial.

Ngā mihi

Chris

SECTION 2: Our Proposal

Simplify to Unify

We can improve the care we provide to patients, their whānau and communities by simplifying the way we work. This releases time and resources to invest in patient and community facing care.

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.

The strategy and operating model aim to address three key challenges:

- The fragmented approach to P&SC systems, policies and procedures which results in poor system integration, lack of transparency and insufficient information for informed decision making;
- The variable clinical engagement model which results in sub-optimal procurement and supply chain decisions; and
- The poor focus on equity enablement across the system which contributes to current inequities in health outcomes for disabled, Māori and Pacifica groups.

In response to these challenges, the designed operating model sets out to:

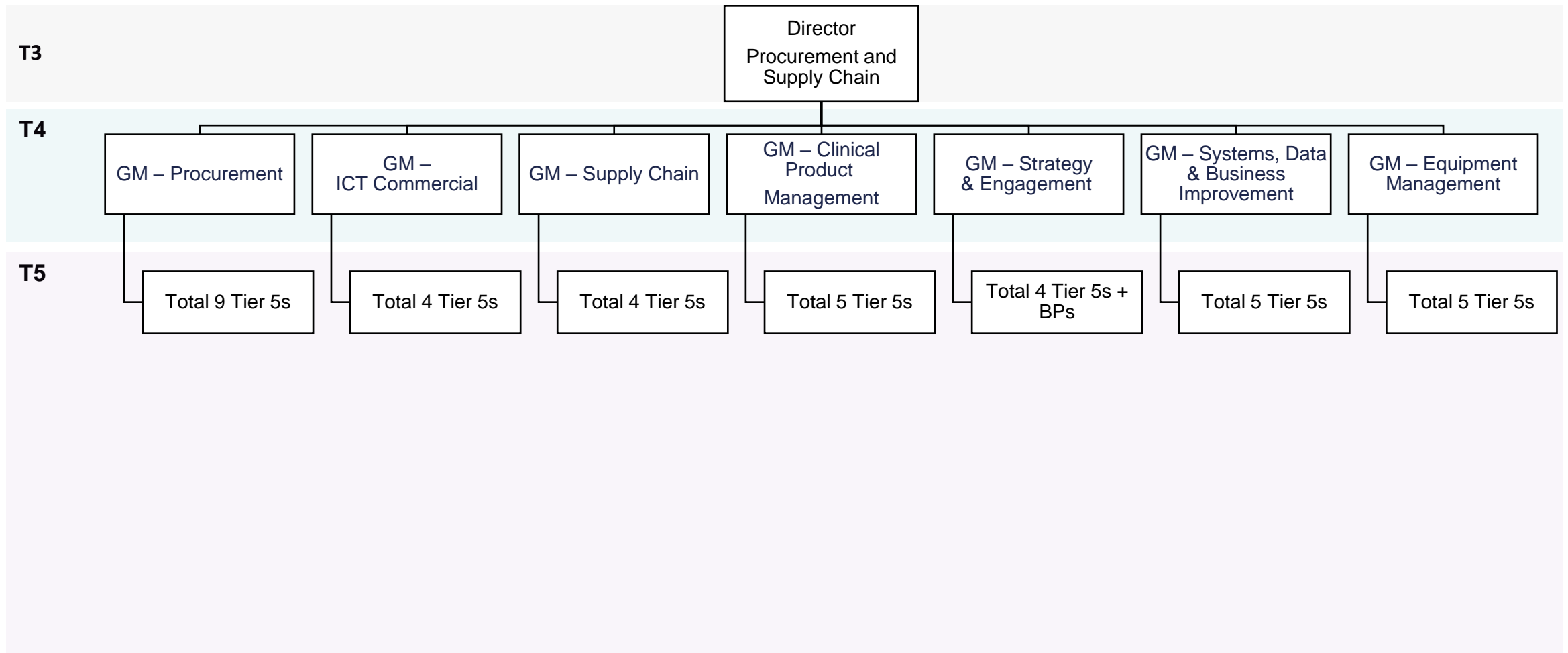
- Create a cohesive P&SC system where strategy, policy, systems, processes, and procedures are determined and led nationally. Regional and local variations are supported where required through an approval process within the national framework.
- Ensure systems and applications enable integrated business planning and produce insights for informed decision making.
- Develop an overarching clinical engagement model which ensures governance over and consistent input throughout the system and which supports clinical standardisation through the P&SC processes to optimise systems and strategies.
- Enable equity through embedding equity elements derived and based on Te Tiriti principles, public value, sustainability and broader outcomes within policy and frameworks for P&SC decision making.
- Support and build P&SC capability to achieve sustainability.

The opportunities of this single team approach to P&SC include:

- Leveraging our collective buying power to create greater public value;
- Creating a singular focus on our connection to clinicians and our other stakeholders, to reduce duplication and unnecessary variation, and ultimately support improved patient outcomes;
- Optimising our supply chains from a whole of system perspective; and
- Using our whole team to take great local practice, scale and implement it nationally.

The first phase of the P&SC Operational Design established the P&SC leadership structure including the Director P&SC and General Managers. Some of the direct reports of the GMs are still to be recruited. The P&SC leadership organisational diagram is presented below.

Procurement and Supply Chain Organisational Structure (Proposed)



In parallel, a current state assessment of Equipment Management (EM) identified significant opportunities in creating a national framework, with an emphasis on strategic planning, re-alignment of resources, and streamlined policies and processes.

Given the logistical and supply chain components of EM, and the working relationships with Procurement, it is proposed that EM sits in P&SC and the function is renamed to Procurement, Supply Chain and Equipment Management. The Director, Procurement and Supply Chain will be renamed Director, Procurement, Supply Chain and Equipment Management.

This consultation proposes a national leadership structure for EM, with the leader reporting to the Director, P&SC. A more detailed realignment of teams and roles will be proposed in a following consultation process.

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/Chiefs
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.

This consultation document includes proposals for the establishment of the following organisational functions:

- Procurement (Tier 6 and all reporting lines)
- Information & Communications Technology (ICT) Commercial (Tier 6 and all reporting lines)
- Supply Chain (Tier 6 and all reporting lines)
- P&SC Systems, Data & Business Improvement (Tier 6 and all reporting lines)
- P&SC Strategy and Engagement (Tier 6 and all reporting lines)
- Clinical Product Management (Tier 5 and all reporting lines)
- Equipment Management (Tier 4 and all reporting lines).

These functions are described below, and their proposed organisational diagrams are presented in this consultation pack.

2.1 Procurement

All P&SC procurement roles (except ICT) are part of a distributed national team. The team structure is focused on three main areas:

- Category strategy planning and overall management;
- Sourcing; and
- Contract management.

The total procurement portfolio has been divided into category 'towers' led by a National Procurement Manager. The proposed category towers are:

- Clinical Consumables
- Equipment and Consumables
- Primary and Community
- Outsourced Clinical Services
- Medicines
- Support Services and Supplies
- Infrastructure, Property and Finance
- Planning and Performance

It is proposed that the following category towers have category teams within them, led by a category manager. They manage the category end-to-end, including procurement or sourcing, and contract management:

- Clinical Equipment and Associated Consumables;
- Clinical Consumables;
- Support Services and Supplies; and
- Outsourced Clinical Services.

Some towers have a greater emphasis on sourcing, based on the involvement of other parts of Te Whatu Ora. The role of Pharmac is also reflected in the structure and focus of those towers.

In addition, there are two support groups covering supplier relationship management and procurement planning and performance.

The Medicines tower focuses almost exclusively on category management. In Medicine, Pharmac conducts the majority of the sourcing, leaving Te Whatu Ora to manage pharmaceuticals including distribution, product optimisation and general support for hospital pharmacies.

For Infrastructure, Property and Facilities, construction procurement and day-to-day facilities management procurement will be undertaken by the Investment and Infrastructure Group, leaving the category tower to focus on category management of relevant categories including national and panel agreements, and providing procurement expertise where required. In the future this function may transfer to Investment & Infrastructure.

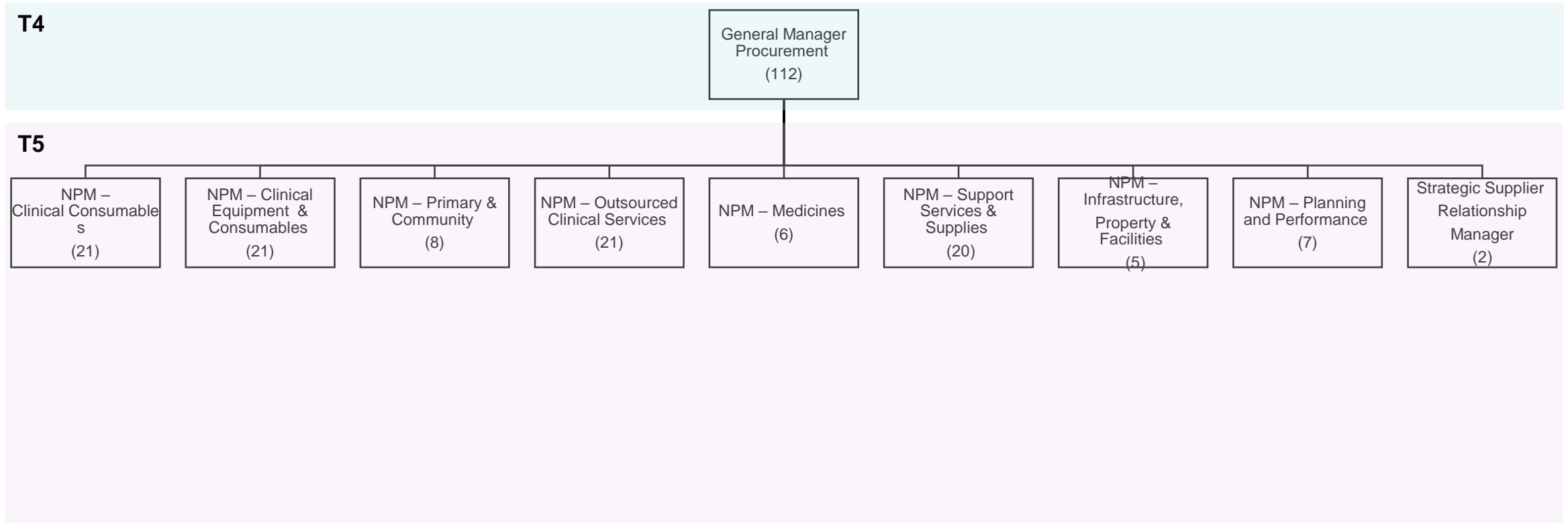
The Primary and Community tower will support Commissioning across Te Whatu Ora, focusing on complex procurement activity for radiology and community laboratories. It will not undertake any category or contract management activity.

The Strategic Supplier Relationship Management function will define processes and practices for effective supplier relationship management and help the category teams implement these, consistent with direction from MBIE.

The Procurement Planning and Performance team will lead the procurement planning process to ensure an effective annual procurement plan and a longer-term plan all aligned to the category strategies. The team also ensures good practices are followed across the team by i.e., the development and implementation of a "Sourcing Toolkit". They will also monitor and report on progress against plans and targets.

The Tier 4 and 5 structure for Procurement is as follows:

Proposed Procurement Structure



2.2 Supply Chain

The functions that make up Supply Chain are:

- Central Area Supply Chain Manager (In Hospital and Community Supply Chains and Purchasing)
- Northern Area Supply Chain Manager (In Hospital and Community Supply Chains and Purchasing)
- Southern Area Supply Chain Manager (In Hospital and Community Supply Chains and Purchasing)
- National Supply Chain Optimisation (Inventory, Demand and Supply Planning, National Distribution)
- Response Manager (Fixed Term): Transition National Reserves, PPE and critical medical supplies into a BAU mode
- Purchasing: This function oversees national Purchasing processes and governance alignment across all areas

Area Supply Chain

Distribution Area Managers will be renamed Supply Chain Area Managers as they are responsible for end-to-end supply chain delivery to clinical teams, in both hospital and community settings. In addition to day-to-day supply chain delivery, these functions aim to create value through supply chain integration and improvements, the continued FPIM role out, and inventory and consignment management, which will support national inventory planning and product teams. As part of their supply chain portfolio, they will manage the Purchasing Area Managers who in turn manage the area purchasing teams including purchasing officers and administrators. Over time the teams will move to a national view providing better economies of scale, and a greater focus on supplier contracts/management, expediting, and local/national helpdesk functionality.

National Supply Chain Optimisation

A National Supply Chain Optimisation function will cover:

- **The Inventory management function**, which will eventually oversee the efficient purchase, storage, distribution, and use of inventory across the system. This function will translate the integrated business plan, developed with the services, into detailed demand and supply plans for replenishing inventory at a national level and manage distribution requirements planning across the system. The integration and management of national reserves inventory and critical supplies will also reside within this function. This function is responsible for ensuring fair and equitable distribution of any constrained or at-risk supplies and owns the inventory policy. Integration work with other functions will also be required to standardise and maintain inventory processes and ensure they properly support planning and product teams.
- **The national distribution optimisation function**, which will be responsible for the 'To Hospital' supply chains. It is anticipated this may eventually include leading the national distribution centre/warehousing network including 3PL and owned warehouses. Within this function, collaboration with suppliers and 3PL providers will be managed at a national level as well as optimisation of national distribution between the warehouse network and hospitals. In the short term this function will work towards optimising our current warehousing and 3PL network and bringing this network into FPIM, while working on a 3-5 year strategic network redesign. Together with the inventory planning team, this team will drive significant savings, waste and CO2 emission reductions, and increased surety of supply.

The National Supply Chain Optimisation team has the following areas of responsibility:

- Vaccination team: Manages current national vaccination supply chain for COVID and a limited number of other vaccines.
- Through a dotted line, manages PPE, National Reserves and critical medical supplies from a distribution setting.
- 3PL & Inventory Optimisation: looks after inventory policy, inventory governance and the broader network and inventory optimisation.
- 3PL Operations Leads will manage all 3/4PL contracts on a day-to-day basis and ensure effectiveness of service while working through improvement initiatives with our suppliers and partners. The Canterbury Warehouse will play a key role in the development of our future national network. This is expected in the next 1-2 years and in the meantime the roles in the Canterbury Warehouse will directly report into the Southern Distribution Area Manager, with a functional report to the National Distribution Optimisation role. All other local stores and storage locations will retain direct and functional reporting to the three Area Managers.
- The Inventory Implementation team will link the product team, site teams and inventory/planning team. They will have a dotted line to the product category team which they will work with on a daily basis.

Response

The Response Manager manages the PPE and National Reserves teams during a transition from response mode to BAU. Once fully exited from response mode, the functional structures will take over running all remaining aspects.

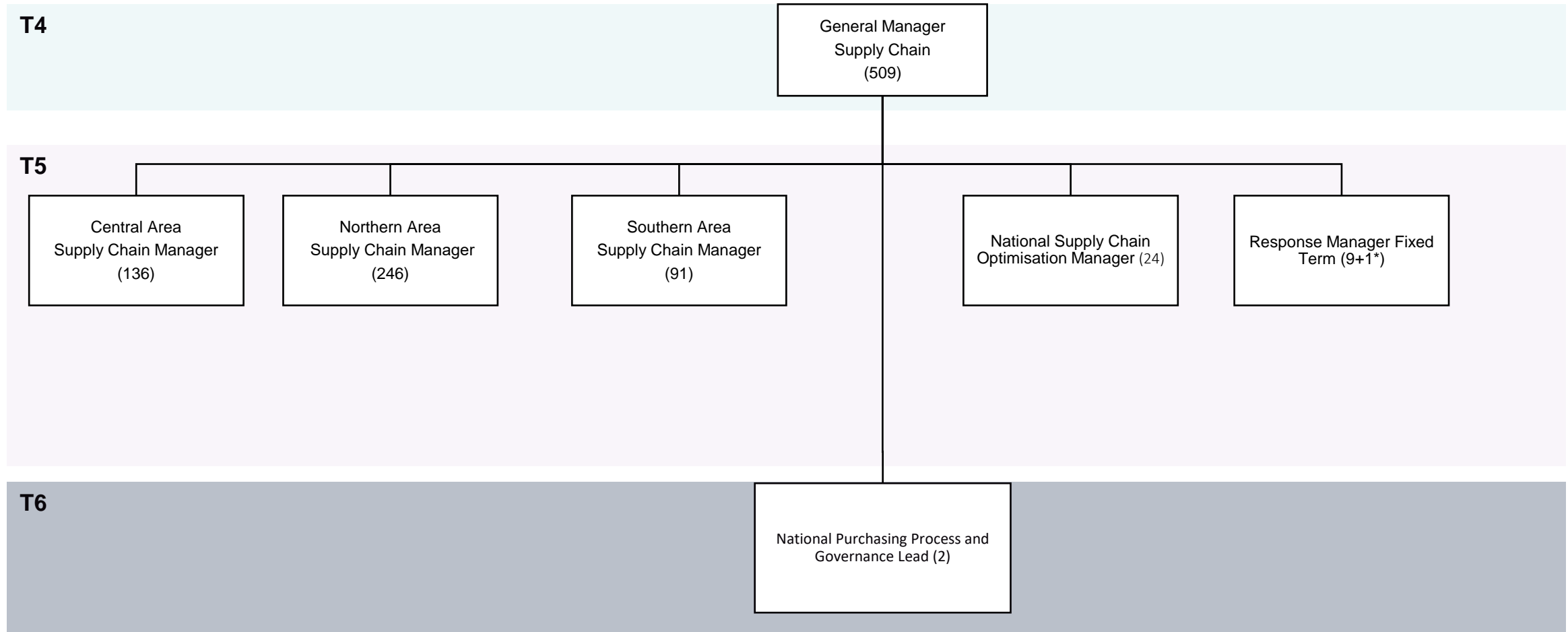
National Purchasing Process and Governance

A National Purchasing Process and Governance Lead will support purchasing transactions across Te Whatu Ora. This role will drive process alignment across all areas. The function will maximise low and zero touch processes such as EDI, promote appropriate catalogue use, and align with other P&SC functions to ensure policy alignment. Further to this, they would also provide governance overview for transactions, monitor orders, manage suppliers, track delivery timeframes, expedite orders where necessary, and resolve purchasing queries.

While we acknowledge that shifting Supply Chain to functional reporting lines may seem like a big step, on day one nothing will change for most people. Teams will continue to work with their current teams to deliver a good supply chain service to our customers and create value for our health system. Teams will need to work through their processes, connections with other functions, roles and responsibilities before process/technology improvements can occur.

The proposed structure for Supply Chain is as follows:

Proposed Supply Chain Structure



2.3 ICT Commercial

Working alongside Data & Digital (D&D) stakeholders, the role of the ICT Commercial team is to identify and implement ICT category strategies that will deliver sustained benefits, enhancing the delivery of services across the motu through digital enablement.

The ICT commercial team will provide procurement and commercial support including:

- Centralising the execution and management of all new and current ICT commercial contracts nationally;
- Owning and managing the ICT procurement and contract approval processes and ICT contract repository from a national P&SC perspective;
- Working with national and regional D&D stakeholders to support key projects underway across the country, and supporting the development of appropriate sourcing strategies;
- Proactively managing active and expired contracts; and
- Working with the Procurement team to develop a “Sourcing Toolkit” that will support the procurement process.

The ICT Commercial structure has a number of Procurement Managers, Senior Procurement Specialists, Procurement Specialists, and Procurement Officers with Contract Manager/Admin support, structured in alignment with four ICT categories:

- Infrastructure, Telecoms and Storage
- Business Applications
- Clinical Applications
- ICT Professional Services

The strategic sourcing resources will work cross-functionally and will not reside within a specific category.

The category teams will have responsibility for:

- Category management, including product/service optimisation improvements. This will require the ICT Commercial and D&D teams working closely together to generate procurement outcomes that support the business needs.
- Sourcing management, supported by appropriate levels of project governance and stakeholder management, based on the size and complexity of the project, and appropriate sourcing processes.
- Contract and supplier management, including contract renewals and reviews, pricing reviews and any issues requiring escalation. (Note that supplier relationship management for strategic suppliers will be handed over to the D&D team).
- Procurement analysis to ensure that focus is placed in the areas of highest priority, and to support robust decision making.

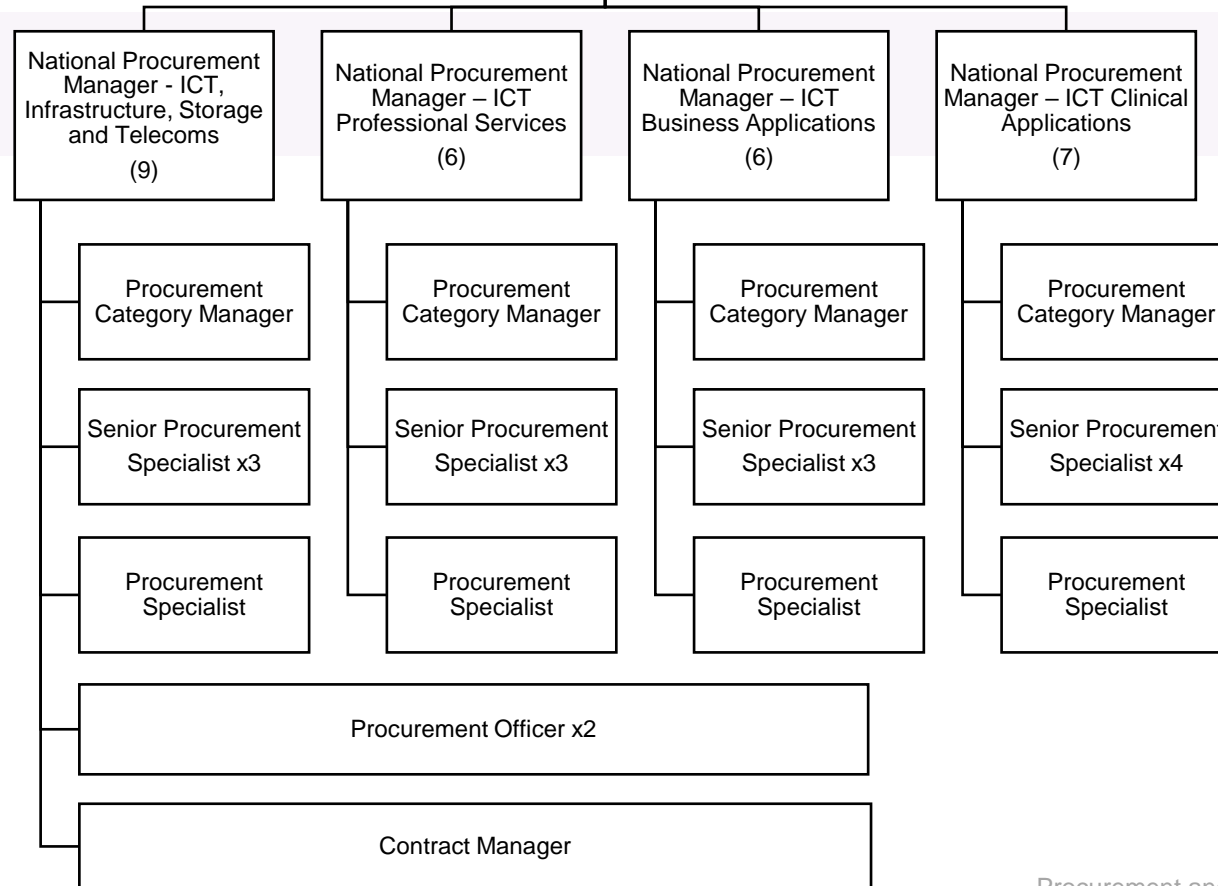
The proposed structure for ICT Commercial is as follows:

Proposed ICT Commercial Structure

T4

GM – ICT Commercial
(29)

T5



2.4 Clinical Product Management

The vision is for a highly customer centric Clinical Product Management (CPM) function. One team with a distributed footprint, connected to customers in local hospitals and communities who provide care to patients and their whānau. The role in supporting health staff is to facilitate the provision and use of the clinical products they require when they need them to effectively care for their patients.

To optimise constrained resources, CPM need to leverage scale to reduce unwarranted variation, eliminate wasteful duplication and bring consistency in CPM activity nationally. CPM are a key conduit between the clinical areas and P&SC functions, enabling the clinical voice to be heard and responded to, and providing support to achieve their objectives.

The CPM function sets out to:

- Establish a national team that will deliver CPM support regionally and locally through centre-led CPM policies, procedures, systems and guidelines;
- Establish critical links between the P&SC function and clinicians/clinical services; and
- Consolidate existing capability and capacity across the country to deliver end-to-end integrated CPM activity and drive consistency across Te Whatu Ora (removing variability as much as possible).

The proposed CPM operating model would pull together existing CPM resources under a national structure with staff remaining geographically distributed. Local resources would provide connections to/from frontline staff and customers, ensuring we remain customer focused and support localised CPM activity while delivering on national strategies.

It is proposed that existing Clinical Product Coordinators (CPCs) are given the opportunity to express their preference for working in a particular team through an expression of interest process.

The new structure includes a senior leadership team made up of five new Tier 5 managers reporting to the GM CPM. Each national manager will lead one of the areas below and will be supported by a team of Clinical Product Coordinators (CPCs) and/or other support staff:

- National Product Manager - Surgical & Labs
- National Product Manager - Medical & Interventional
- National Product Manager - Wards & General Ambulatory
- National Manger - Clinical Product Liaison
- National Product Manager - Clinical Product Innovation & Strategy.

Clinical Product Management

The various teams work together to facilitate CPM (excluding reusable medical equipment). These teams are responsible for coordinating all CPM activity with clinicians, allied health, engineering and clinical services and for connecting back into the broader P&SC functions. The CPM teams are focused on:

- Urgent outages, recalls, product issues and facilitating the use and supply of alternate/substitute products (excluding reusable medical equipment).
- Being a key coordinator between the P&SC functions, suppliers, Pharmac and the clinical support groups to ensure minimal supply disruption.
- Working with the P&SC functions and Pharmac in assessing and monitoring regional and global issues impacting product supply, being the conduit to keep clinical groups up to date with potential issues that might require clinical mitigation activity and alternative continuity measures put in place by suppliers, Pharmac & P&SC functions.
- Partnering with the Equipment Management function in assessing and monitoring regional and global issues impacting product supply that could impact reusable medical equipment. Also support the Equipment Management function with deploying and implementing reusable medical equipment that require unique or proprietary products.

- Participating in and connecting with relevant clinical governance groups, developing and maintaining relationships with clinicians and services regionally/locally, and with national clinical service groups and leaders pertaining to CPM functions.
- Managing/supporting new product requests and integrating with the Health Technology Assessment (HTA) process through the CPM innovation function, together with supporting implementation of new products.
- Working with Pharmac and P&SC functions to facilitate the delivery of clinical product rationalisation and optimisation plans and activities.

Clinical Product Liaison

The National Clinical Product Liaison team is spread geographically and focused on building and maintaining relationships, being the main point of contact at a district level and assisting the other teams in effectively implementing strategies.

Clinical Product Innovation and Strategy

The National Clinical Product Innovation and Strategy function is:

- Focused on the overall role and function of CPM, working with the other CPM teams.
- Responsible for CPM standards, clinical product governance, CPM continuous improvement and managing the CPM connection to Infection Prevention & Control (IP&C) and other key stakeholders.
- Accountable for identifying opportunities to improve and optimise delivery of care through new technologies and supporting the CPM category teams to connect to the HTA process.
- Responsible for the foundations of the overall CPM function including overseeing national databases of product information, CPM service management and CPM policies and processes.

The creation of Te Whatu Ora and operating as part of a single national organisation means there is a unique opportunity for CPM to realise benefits including:

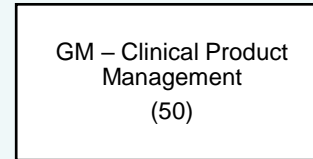
- Undertaking new product (excluding reusable medical equipment) assessment, innovation and optimisation at a national level;
- Streamlining processes to utilise resources more effectively and reduce duplication and unnecessary variation;
- Rationalising and optimising the products that are used across Te Whatu Ora; and
- Utilising the whole team to identify best practices in any area and implementing these nationally.

While we acknowledge that shifting to functional reporting lines may seem like a big step, on day one, nothing will change for most people. Teams will continue to work with their current teams to deliver a good service to our customers and create value for our health system. Teams will need to work through their processes, connections with other functions, roles, and responsibilities before process/technology improvements can occur.

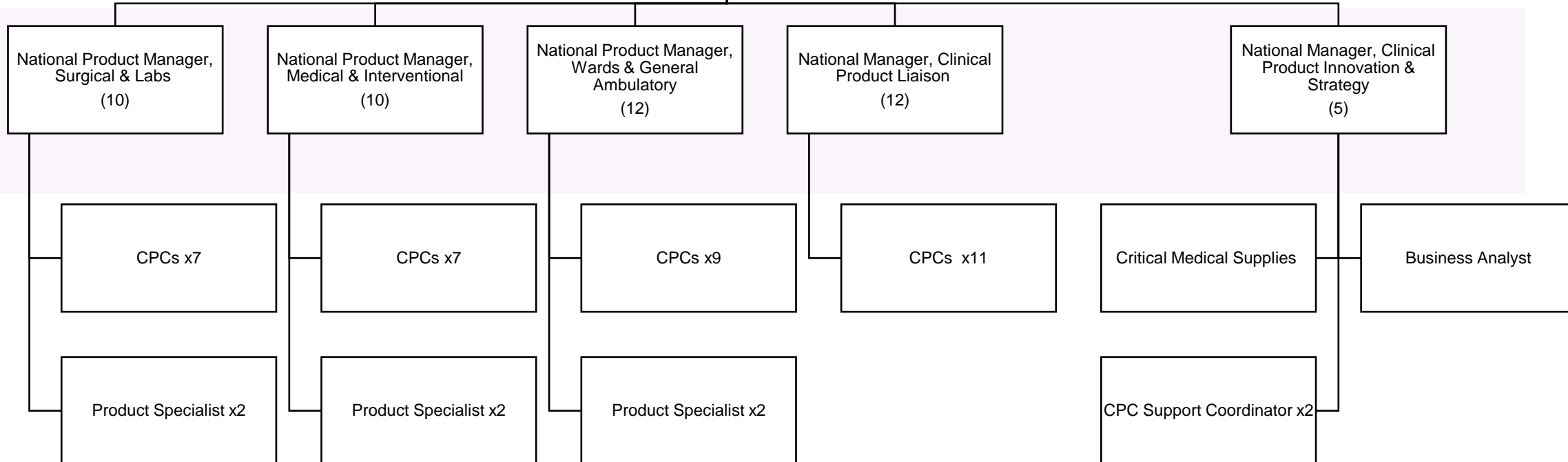
The proposed structure for CPM is as follows:

Proposed Clinical Product Management Structure

T4



T5



2.5 Systems, Data, and Business Improvement

The purpose of the Systems, Data and Business Improvement function is to provide nationally aligned business management services to the wider P&SC teams and other stakeholders in the below areas:

- Integrated Business Planning
- Data & Insights
- Business Support including:
 - Customer Support
 - Master Data
 - Systems Improvement
- Transformation
- Project Management Office

Integrated Business Planning

Procurement and supply chain activity will be underpinned by the Integrated Business Planning (IBP) function which will oversee a process that coordinates planning with the service planning of clinical services to inform the plans of P&SC. This integrated business planning function will ensure that planning is coordinated and internally consistent across P&SC. A diagram in appendix 1 shows the different planning processes and how the IBP function feeds planning across P&SC.

Data and Insights

The Data & Insights function is responsible for analysis and insights that contribute to strategic, operational and tactical decision making across P&SC. Fundamental to this is the desire that people have timely and accurate data and insights to identify areas requiring management focus to improve healthcare. The Data & Insights function is the P&SC centre of excellence for business intelligence capability and information delivery, and enables access to business intelligence technology for effective and efficient production of insights.

Business Support

The Business Support function works alongside the whole of the P&SC Business Unit and is underpinned by three key principles:

- It is customer centric with processes designed based on the customers' lens;
- It is a support function that is seamless (to the customer) and works as one team; and
- Its focus is on customer system support (not system delivery).

The Business Support team is made up of four teams:

- **Customer Support:** responsible for the overall service to customers, ensuring that queries are resolved or directed to the right place. The function will also support change and release management activities on behalf of P&SC users and capture user requirements for system improvements.
- **Master Data:** responsible for maintaining P&SC master data and queries related to it, recognising the importance of appropriately managing changes to master data and ensuring that these have appropriate change control.
- **Improvement:** responsible for identifying where there are systemic issues that customers are encountering and progressing these to resolution at a systemic level. This team would also be a centre of excellence for continuous improvement in P&SC and support the overall continuous improvement effort across P&SC.
- **Systems:** responsible for the overall strategy and architecture of P&SC's systems, working with Data & Digital and the FPIM Program to ensure that P&SC systems landscape is customer centric and supporting the effective delivery of P&SC's accountabilities.

Transformation

The Transformation function continues to focus on embedding the new P&SC operating model and ensuring the major transformational shifts in each function are integrated, adequately resourced, and ultimately deliver benefits. This function is responsible for the implementation, planning and delivery of the new model and oversight of the key transformational shifts, working with the P&SC senior leadership group. It is expected that this function will not be a permanent requirement, however it will likely exist for at least 3 years working to progressively deliver the changes required to support the new operating model. This consultation does not propose making further changes to how this function is currently operating.

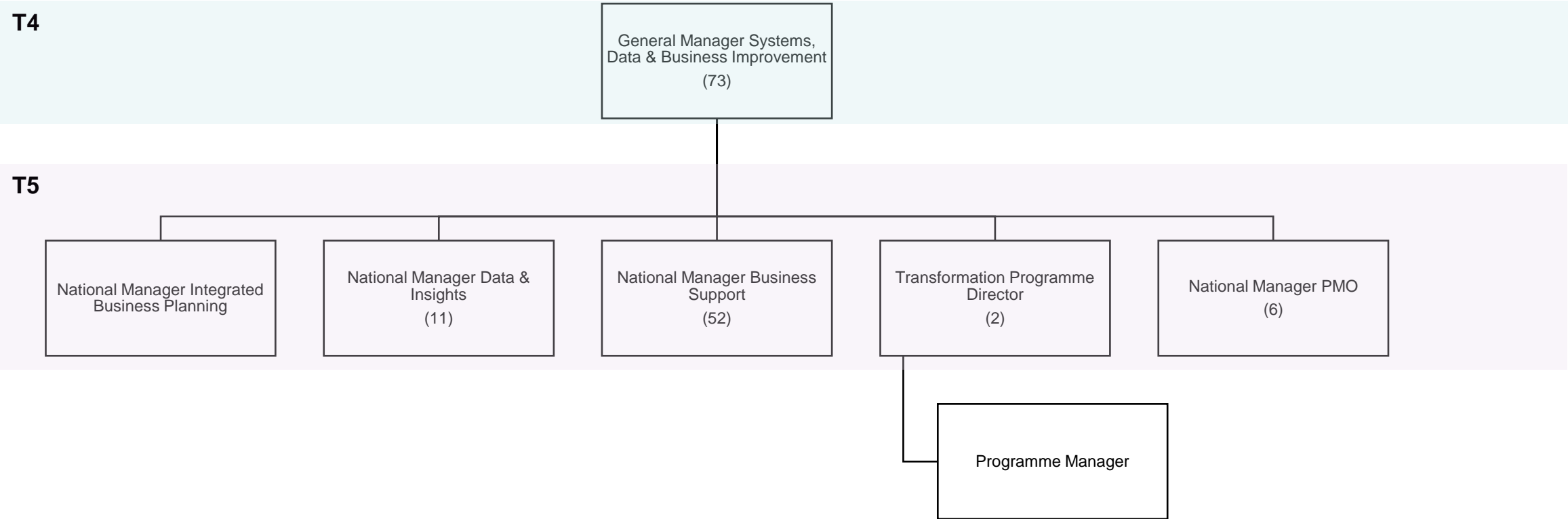
Project Management Office

Project activity within the P&SC group will be overseen by the Project Management Office (PMO). The PMO team is proposed to include several group wide project resources, including Project Managers, Project Coordinators, a Change Specialist and a Process Specialist to support the project activity across the group. Note that the PMO will not be responsible for regular BAU activity that is undertaken using a project approach.

The Systems, Data and Business Improvement function describes a future operating model where teams work in an integrated way as teams of teams, including working with teams that currently report into functions outside the existing P&SC teams (e.g. enabling services). The proposal seeks feedback on the suggested direction.

The Tier 4 and 5 structure for Systems, Data, and Business Improvement is as follows:

Proposed Systems, Data, and Business Improvement Structure



2.6 Strategy and Engagement

Strategy and Engagement brings a diverse range of disciplines together. Operating across P&SC, Strategy and Engagement provides consistent specialist advice within P&SC relating to broader outcomes, governance, policy, risk, and clinical engagement. The team will also maintain P&SC's relationships with our business partners within Te Whatu Ora and Te Aka Whai Ora.

The functions of Strategy and Engagement include:

- Providing a point of engagement for P&SC partnership with Te Aka Whai Ora;
- Oversight of the Clinical and Broader Outcomes work programmes;
- Strategy, policy and assurance provision;
- Governance support provision;
- Providing an engagement point for our business partners – Finance, HR, Legal, Risk, Communications, Sustainability, Equity, Health, Safety and Wellbeing etc.; and
- Maintaining strong relationships with the senior leaders of these areas in Te Whatu Ora.

National Clinical Lead

The National Clinical Lead provides clinical strategic and engagement support to P&SC. The function, which is already in place, includes the following areas of responsibility:

Ensuring a clinical customer lens is applied to the refinement of the clinical engagement model:

- Providing strategic clinical advice and input;
- Maintaining links between P&SC and any proposed clinical networks within Te Whatu Ora and Te Aka Whai Ora;

- Assisting in developing robust policy and processes for the assessment and management of P&SC related clinical risk; and
- Ensuring that the Clinical Product Management processes are well established and nationally consistent.

National Manager Broader Outcomes

The National Manager Broader Outcomes role focuses on the development, implementation, and support of the progressive procurement and broader outcomes approach within P&SC.

Strategy, Policy and Assurance

The Strategy, Policy & Assurance team is accountable for the overall P&SC strategy, policy, risk and assurance frameworks and development of P&SC related strategies and policies for Te Whatu Ora Health New Zealand. This includes:

- Overseeing the development of the P&SC policy set, in collaboration with the relevant functions, to ensure that policies are implemented and captured within the P&SC system;
- Developing of policies for Te Whatu Ora that relate to P&SC activities;
- Leading the creation of individual strategies within the framework, including developing reporting and measures that will demonstrate progress;
- Creating and implementing P&SC people capability initiatives to grow and develop talent;
- Overseeing the P&SC risk management framework (including health, safety and wellbeing risks); and
- Ensuring the distributed P&SC system is operating in a consistent, standardised manner and that internal controls are operating appropriately, via an internal assurance function.

The *Strategy team* is responsible for supporting the development of the P&SC Strategy in line with Te Whatu Ora's corporate planning processes and will support the development and implementation of action plans that arise from the strategy. The function is also responsible for monitoring and reporting progress against the strategy, working closely with the P&SC Senior Leadership team and the P&SC Systems, Data and Business Improvement team to identify and collate supporting data and information.

The *Policy function* supports the development of the P&SC policy set, working in collaboration with GMs and subject matter experts, and consulting with the Clinical Lead and Business Partners such as Legal, Equity, Sustainability and People and Culture. The function works closely with the Equity Lead and counterparts at Te Aka Whai Ora to ensure equitable outcomes are a key consideration of the policy set. The function ensures Te Whatu Ora policy framework and associated policy process is navigated successfully, and that policy reviews are routinely conducted to ensure ongoing fitness for purpose. The function also plays an advisory role, providing high quality, objective and timely analysis, and advice to P&SC leaders on matters of internal and external policy.

The *Risk function* provides independent and objective risk advisory services to P&SC, aligned with the organisation wide risk management team direction. The function applies a systematic, disciplined approach to developing, evaluating, implementing, and improving the effectiveness of risk identification, and management, within P&SC, ensuring that P&SC is appropriately connected into Te Whatu Ora enterprise risk management framework. The function demonstrates to the P&SC senior leadership team that P&SC operations operate within its risk appetite, that risks are appropriately controlled and managed. The function leads work programmes to lift risk and compliance capability and culture across P&SC.

The *Assurance function* provides independent and objective assurance services to P&SC, utilising P&SC skills to identify best practice and assess appropriate internal controls. The function applies a systematic, disciplined approach to the assessment of the effectiveness of internal controls and makes recommendations regarding improvement. The function ensures that P&SC is appropriately connected into the Te Whatu Ora enterprise audit frameworks. The function provides assurance to the P&SC senior leadership team, that processes within P&SC are operating within policy and process settings. The wider Assurance function also supports as required with P&SC knowledge and expertise. The function leads work programmes to lift assurance and internal control compliance capability and culture across P&SC.

The *Capability & Improvement function* designs, prioritises and oversees the implementation of P&SC specific skill development programmes to support the delivery of national policies and processes across P&SC. The function works closely with similar roles across P&SC, such as the National Manager Procurement Planning and Performance, to identify capability gaps and develop coordinated capability uplift programmes. Working in consultation with the senior leadership team, key P&SC stakeholders, and Business Partners the function would develop a P&SC specific skill set improvement programme, identifying generalist skills requirements to be coordinated with other Business Partners.

Governance and Engagement

The Governance and Engagement team provide:

- Secretariat support to the P&SC senior leadership team's governance activities and ensure governance settings meet the needs of the organisation.
- Advice to the P&SC Director and leadership team and support of wider P&SC team development of papers and documents.
- The coordination of engagement with key internal and external stakeholders, e.g. other parts of Te Whatu Ora and government agencies.
- Support for drafting P&SC SLT, H&SS SLT, Te Whatu Ora ELT and Board papers to a high standard.
- High quality Ministerial Briefings and facilitation of input of content into Minister's Weekly Report.
- P&SC responses to Business Partner requests and manage Business Partner agreed deliverables.
- Coordination of OIAs, PQs, and requests from the Minister's Office, with responses being developed in a timely manner.

This function is also responsible for the Office of the P&SC Director, including the provision of secretariat support to P&SC via General Managers.

The Governance and Engagement function includes Principal Advisors and a Senior Advisor and supports the mechanisms relating to P&SC Committees, including ensuring progress of work programmes, writing and reviewing papers and managing deliverables of specific groups. The function focuses on ensuring P&SC delivers on required work to Hospital and Specialist Services and Te Whatu Ora's ELT, Board and Ministers.

The primary role of Parliamentary Questions and Official Information Act Coordinator is clear, but the function also provides support to the Secretariat function.

The Secretariat function provides administration support for the P&SC function. The function of the Secretariat includes minutes/ action points from defined committees, arrangement of flights and other administration tasks as required.

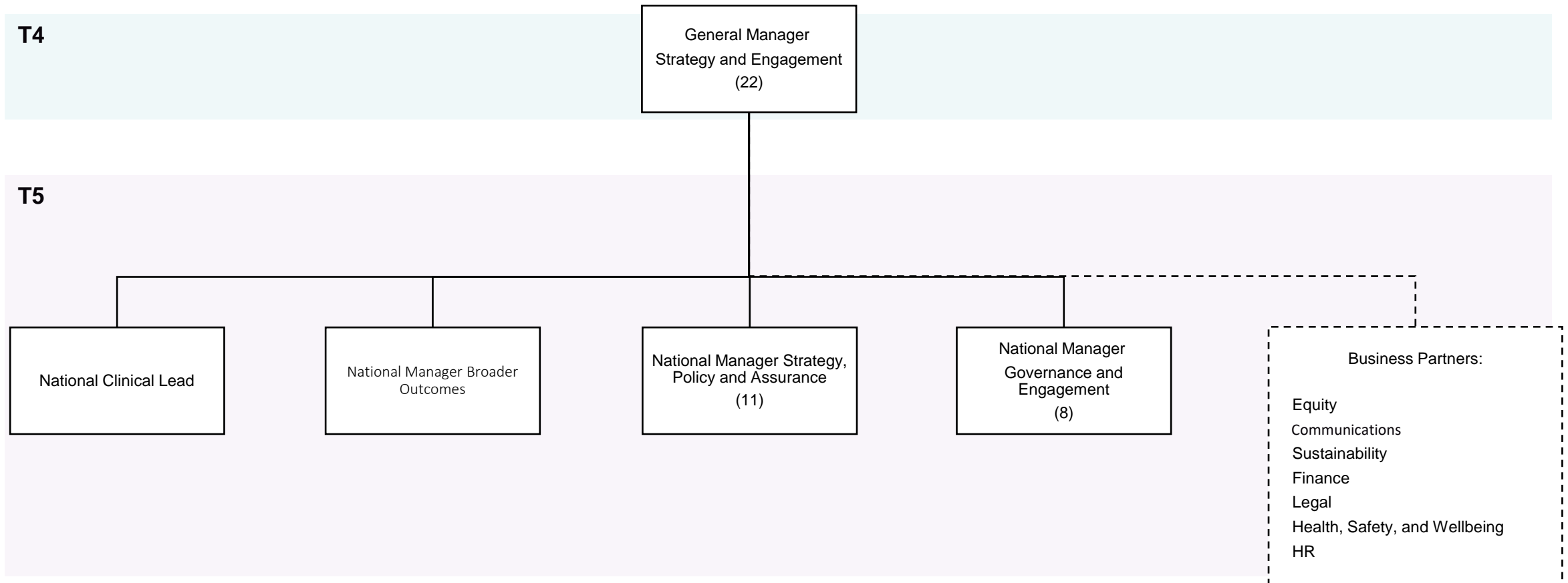
Business Partners

P&SC's view is that, as a principle, business partners will provide strategic resource specifically relating to their specialist functions, embedded and dedicated within P&SC. An agreement will need to be reached with each business partner on how these relationships will function and where responsibilities lie.

Some functions are core to P&SC's management of risk (e.g. health, safety and wellbeing), however the responsibilities are still being allocated across Te Whatu Ora, and for this reason fixed term roles have been incorporated into the P&SC model to manage risk during transition.

The Tier 4 and 5 structure for Strategy and Engagement is as follows:

Proposed Strategy and Engagement Organisational Structure



2.7 Equipment Management

Equipment Management (EM) is a function that ensures the upkeep and management of health technology (medical devices), enabling the delivery of safe and fit for purpose medical devices. The team ensures the right equipment is available at the right time and place to perform medical investigations and interventions. EM is a large and complex service with many moving parts which supports multiple clinical services within districts, regions and nationally.

National Approach

A high-level current state assessment of EM identified pockets of exemplary practices and activities within some former DHBs, however, these practices and activities are nationally varied and uncoordinated. In the absence of a single entity point of view, implementation is inconsistent, creating duplication, inefficiencies, ineffectiveness, varied outcomes, possible waste and possibly patient, commercial, brand and compliance risks. As a result of these findings, the proposed future operating model for EM sets out to:

- Create a single EM entity managing equipment nationally from strategy (planning at a portfolio, programme, project level) through delivery (implementation) to an operation level (maintenance and disposal);
- Establish centre-led strategy and delivery through national portfolio and programme planning governed by centre-led policies, procedures, guidelines;
- Integrate EM into a new Health Technology Management (HTM) operating model as part of forming a single oversight and delivery function for medical devices across Te Whatu Ora with formal links to the Health Technology Assessment (HTA) and Commissioning services. Note that the design and 'home' for the HTA function is yet to be determined; and

- Consolidate existing capability and capacity across the country to deliver end-to-end EM programmes and drive consistency across Te Whatu Ora (removing variability as much as possible).

There is a significant opportunity in creating a national framework for equipment management. This means that policies, processes, systems, and procedures would generally be developed once at a national level and apply across the equipment management system. Further, this national approach will enable greater focus on the entire end-to-end activities that are currently under-resourced, with emphasis on strategic planning, delivery and implementation.

The intent of the nationally led approach is to drive rationalisation and eliminate duplication within the EM system, ensuring an operating model that is transparent and consistent across the country. This approach enables greater return from modernisation and investment which can be repeated and scaled across the national system.

As a result, similar to the rest of the P&SC function, the EM structure is formed along national lines, pulling together previously separate EM functions into one national team. The leadership of these national teams is responsible for the nationally led approach and adherence to these national frameworks through their leadership structures.

Importantly, national leadership is distributed. There are believed to be significant benefits in having EM leadership and national roles across the country to maintain connection to the needs of patients, clinicians, and stakeholders on the ground. Local resources provide connections to/from frontline staff and customers, ensuring we remain customer focused and support localised EM activity while delivering on national strategies.

Location within P&SC

EM sits within the P&SC function. Through the development of the EM operating model, P&SC was shown to be the most logical location for the EM function given the logistical and supply chain management aspects of EM, together with the close working relationship required with Procurement. It is intended to change the name of P&SC to Procurement, Supply Chain and Equipment Management.

Phased Approach

A two-phase approach is proposed for the EM change.

The first phase, contained in this document, is to:

- Establish a national leadership structure for EM. This new structure forms the senior leadership team for EM, with the leader of the EM function reporting to the Director, P&SC; and
- Bring existing known EM teams under this national structure using a “low change” approach that sees existing teams aligned into the national structure in a transitional form, with the majority of changes being reporting line changes for some existing EM leaders.

The second phase of the EM change is a more detailed realignment of the teams and individual roles, together with the identification and embedding of other roles that currently sit outside of the currently known EM teams. For example, this might include working with Finance, Infrastructure and Investment and Data and Digital to identify roles that are undertaking activities that sit in the new end-to-end EM operating model.

The EM team is proposed to be structured along lifecycle lines, aligned to the WHO’s medical device lifecycle. Each function has a national leader and team dedicated to the needs of that function. The functions that make up the EM team are:

- Equipment Strategy, Investment and Policy
- Equipment Modernisation and Assessment
- Equipment Planning and Administration
- Equipment Deployment and Delivery
- Equipment Operations

Equipment, Strategy, Investment and Policy

The national Equipment Strategy, Investment & Policy function is responsible for the overall framework within which equipment is provisioned. This includes linking with Finance and clinical services to establish the funding, linking to service planning and integrating with the Infrastructure and Investment Group regarding overall infrastructure, investment and asset management.

Equipment Modernisation and Assessment

The national Equipment Modernisation and Assessment function is the hub for identifying and assessing health technologies and is the EM’s connection into the health technology assessment processes within Te Whatu Ora. The function is responsible for research, innovation and development, health technology assessment, diagnostic physics, and biomedical engineering (note biomedical engineering operates closely with clinical services and is involved in the design and creation of medical and healthcare technology and is a different discipline to clinical engineering).

As part of the transitional structure to be established in this first phase, Waitaha Canterbury’s Clinical Leader and team responsible for Biomedical Engineering, Diagnostic Physics and Oncology Physics, and the Medical Physics staff based in the Southern district,

are moved under the Modernisation & Assessment function. It is acknowledged that Oncology Physics is not part of the final future EM structure, only Diagnostic Physics, and the appropriate home for the Oncology Physics team will be determined as part of the second phase.

Equipment Planning and Administration

The national Equipment Planning and Administration function is responsible for the overall planning and regulation of equipment lifecycles. This team develops and manages the programmes and projects for equipment deployment and implementation. This function manages the specific equipment programme teams (virtual and multidisciplinary) that oversee the strategic and tactical planning of the equipment programmes across the equipment lifecycle and translating these programmes into high-level strategic and tactical project plans. This function manages administrative support across the EM, and oversees and manages equipment quality, regulation, and compliance.

Equipment Deployment and Delivery

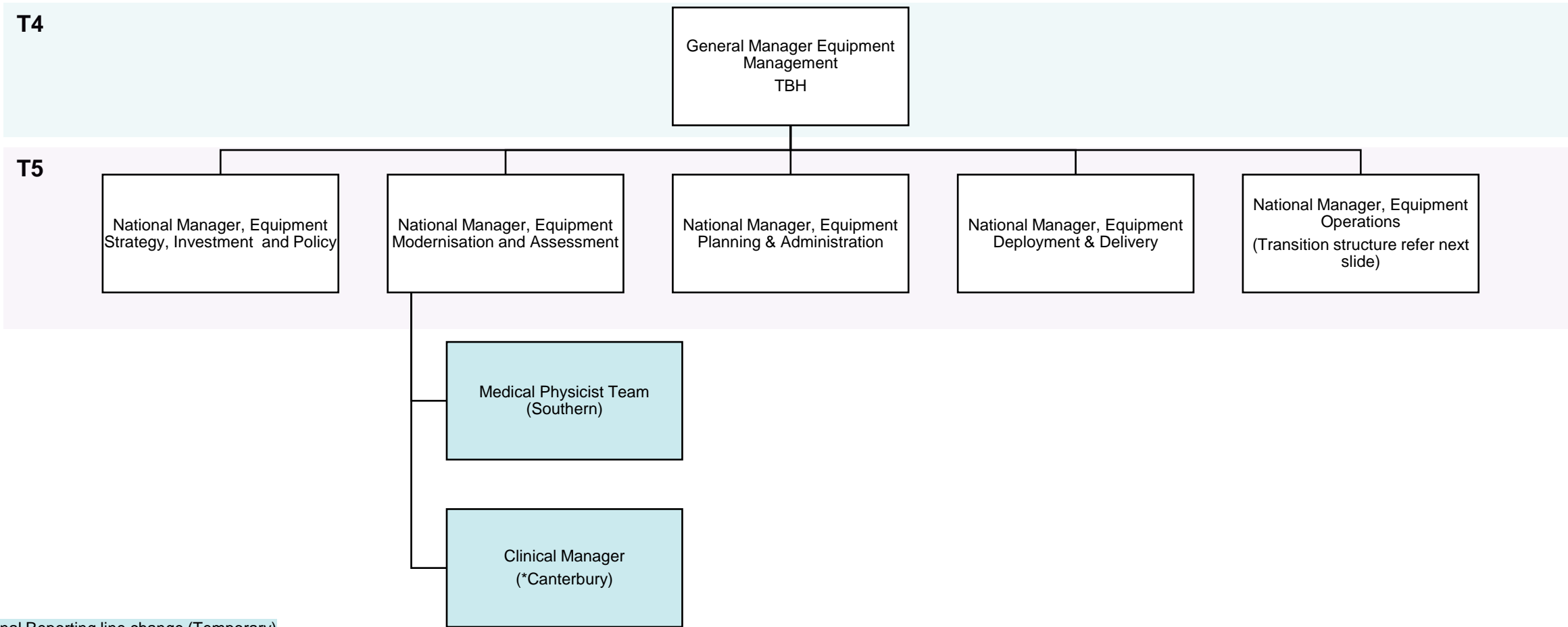
The national Equipment Deployment and Delivery function is responsible for the deployment and delivery of equipment at the local level. Working to the high-level strategic and tactical project plans developed by the Equipment Planning & Administration function, the Equipment Deployment and Delivery function initiates and executes local equipment deployment and delivery projects. This function works closely with local clinical areas, facilities, support services, procurement and clinical product management to deliver these projects.

Equipment Operations

The national Equipment Operations function is responsible for supporting the Equipment Deployment and Delivery function with the introduction of equipment, ongoing maintenance and support, and the disposal of equipment. The function includes responsibility for the national Clinical Engineering (CE) activity.

As part of the transitional structure to be established in this first phase, the existing district clinical engineering teams (in totality) are proposed to move into the EM function. Transitional changes to reporting line are proposed to achieve this in a manageable way; the proposed changes are outlined in Appendix 2.

Proposed Equipment Management Structure

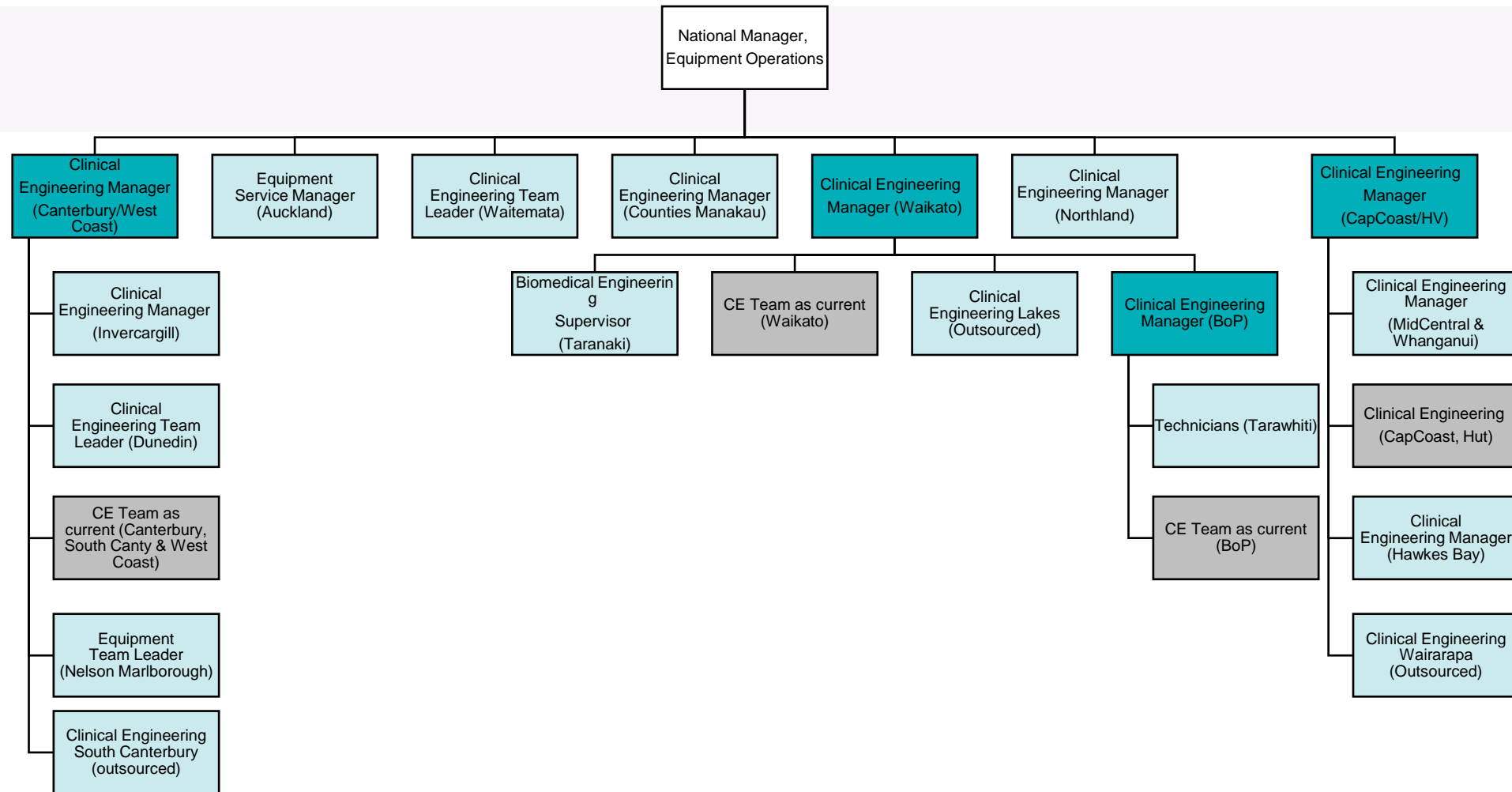


Transitional Reporting line change (Temporary)

* 19x FTEs are Oncology Physics and will not be in the future Equipment Management structure, but will reside here temporarily

Proposed Equipment Management Structure continued

T5



- Transitional Reporting line change (Temporary)
- Transitional Reporting line & additional responsibilities change (Temporary)
- No change

2.8 Benefits

The creation of Te Whatu Ora and operating as part of a single national organisation means that there is a unique opportunity to realise the benefits in taking a national approach to P&SC which include:

- Leveraging our collective buying power to create greater public value;
- Creating a singular focus on our connection to clinicians and our other stakeholders, to reduce duplication and unnecessary variation;
- Optimising our supply chains from a national perspective to make them more reliable and efficient;
- Releasing more time to care through better processes and inventory management;
- Using our whole team to take great local practice, scale and implement it nationally; and
- Allow us to make real progress on addressing broader outcomes and sustainability issues.

An Investment Logic Map has been developed as part of the work to date. It identified the benefits across P&SC by the proposed changes as:

- Improved efficiency in resource allocation;
- Reduction in system waste;
- Better decision making and optimised system efficiency;
- Better overall patient outcomes; and

- Procurement decisions contributing to equity improvement.

In appendix 3 examples are presented of how these benefits would work in practice, including:

- More ward, theatre, radiology and lab stores managed by inventory staff, releasing clinical staff from the burden of ordering and allowing them to focus on patient facing mahi;
- Active programme with top 25 suppliers focused on taking cost out of our supply chains and bringing staff and patients their best game;
- A robust national process for the assessment of new health technology to give clarity to which products will deliver the most benefit to patients;
- National process for managing clinical equipment, dramatically reducing the time clinical staff spend on finding existing equipment and developing business cases for replacement equipment;
- A national progressive procurement policy which will guide our spend to support broader outcomes in our communities;
- Creating national visibility of product availability that will allow us to better support the front-line during stock shortages and recalls; and
- Speeding up product evaluations – a nationally aligned process will reduce the burden on staff to complete similar tasks.

Additionally, Te Whatu Ora's Procurement and Supply Chain function would be among the largest in New Zealand; we believe the ability to play a significant role in complex procurement and supply chain work would be an important staff attraction and retention tool.

SECTION 3: Proposed 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 P&SC 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 P&SC 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
No impact	The position would remain unchanged.
Impacted	<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>
Significantly Affected - disestablished	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 if the proposal was confirmed. A position would also be significantly affected if there would be fewer of the same or substantially the same positions in the new structure if the proposal was confirmed.

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.

Individuals who are more broadly impacted (e.g. a proposed change of line manager) will receive a letter only. At that point the consultation 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 consultation 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 consultation document. Please provide feedback using our online portal ‘What Say You’ by close of business Friday 12 May 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 enablingconsultation@health.govt.nz.

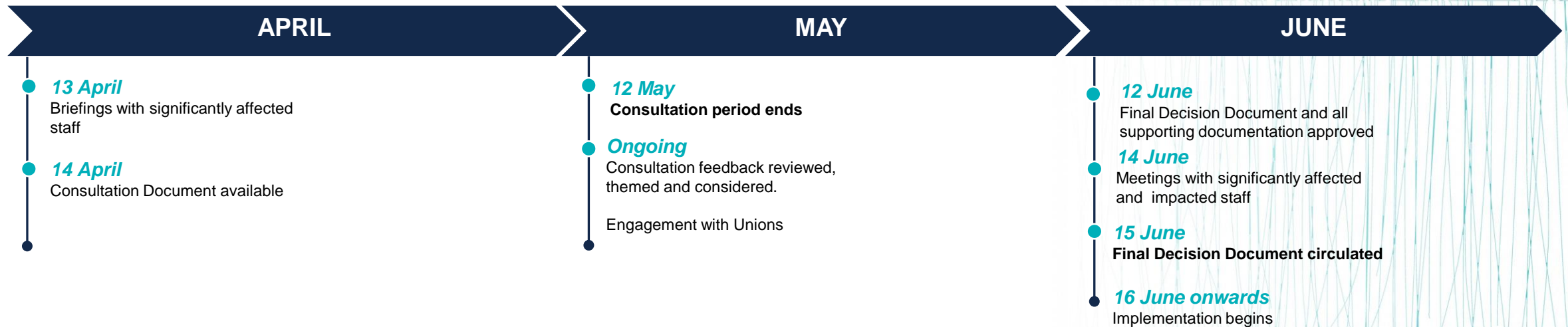
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Consultation Document.

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 15 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:

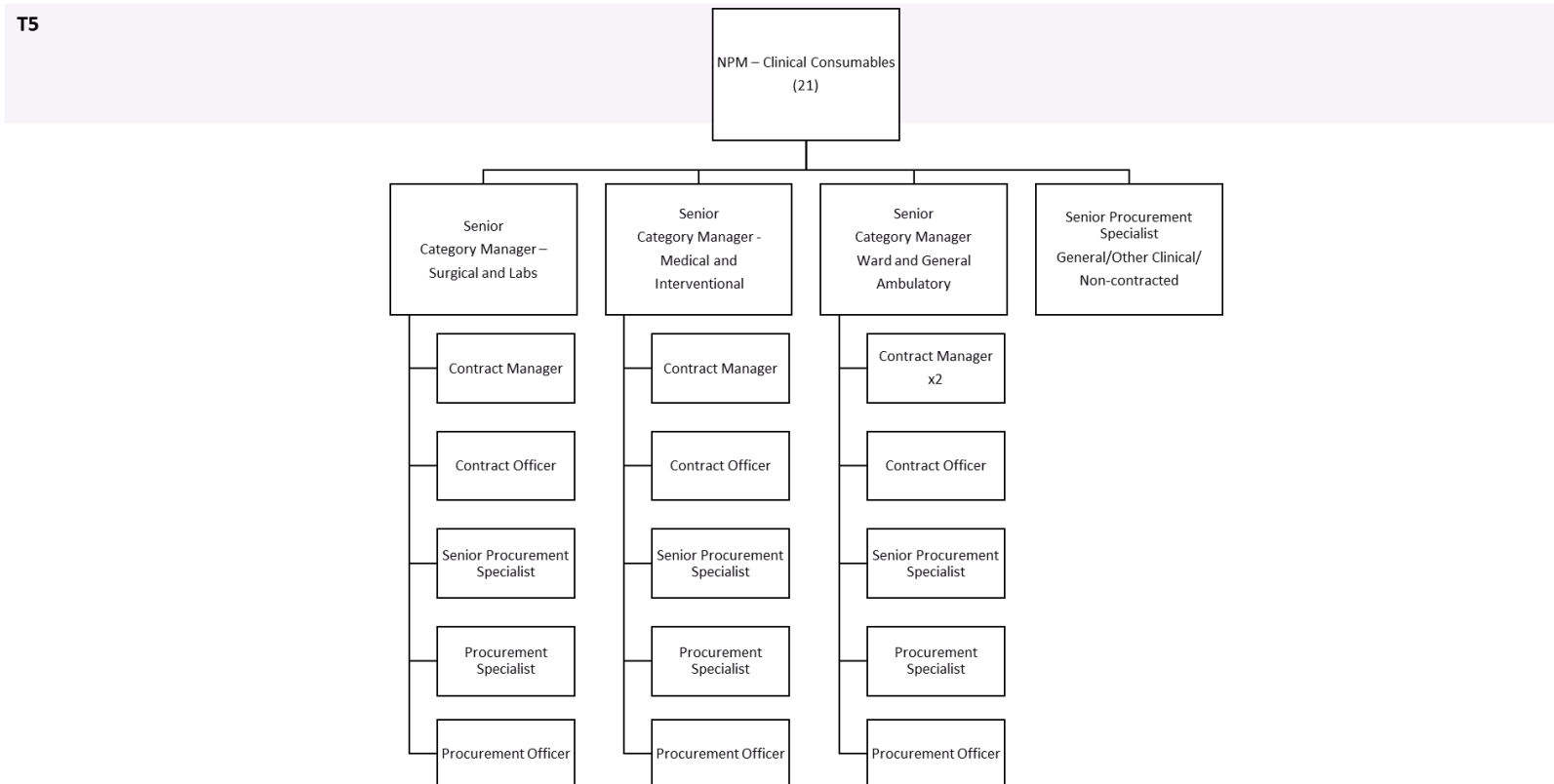
- deal effectively with personal change;
- identify core values, capabilities, skills and experience;
- prepare and plan for the next chapter of their careers;
- explore preferred career options and evaluate alternative career options;
- develop personal marketing tools such as LinkedIn, CVs and covering 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 significantly 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.

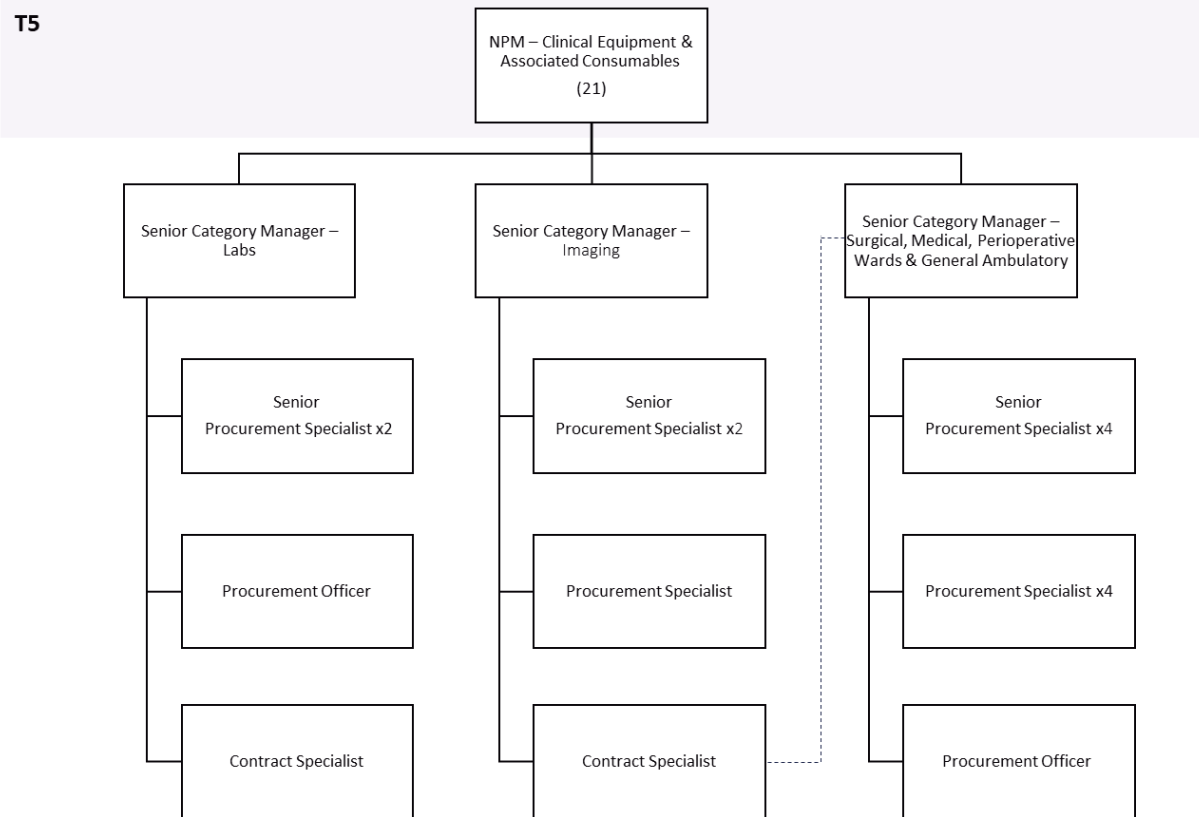
To support this proposal, consideration has been given to the responsibilities for proposed new positions. The below outlines the proposed new positions, core purpose and some examples of deliverables.

Procurement

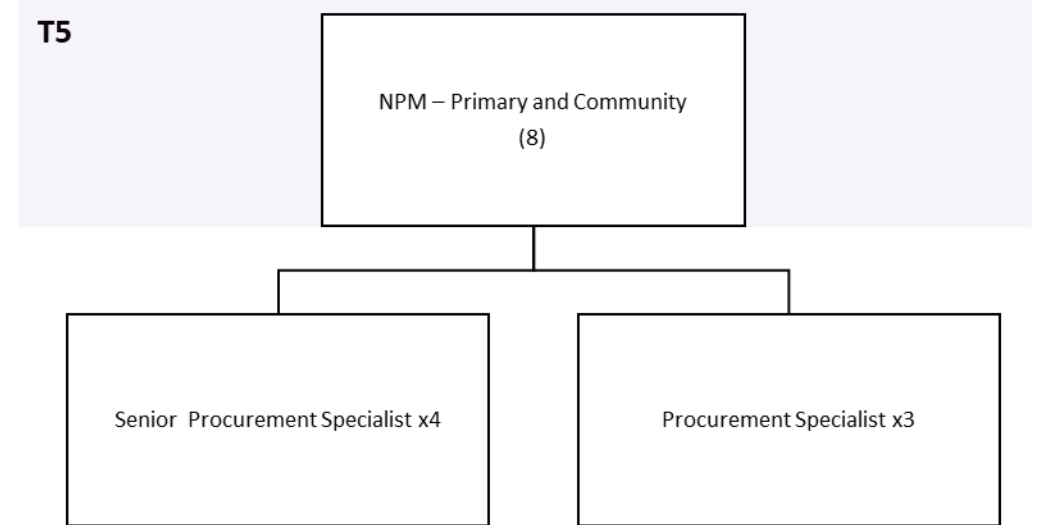
Clinical Consumables Proposed Team Structure



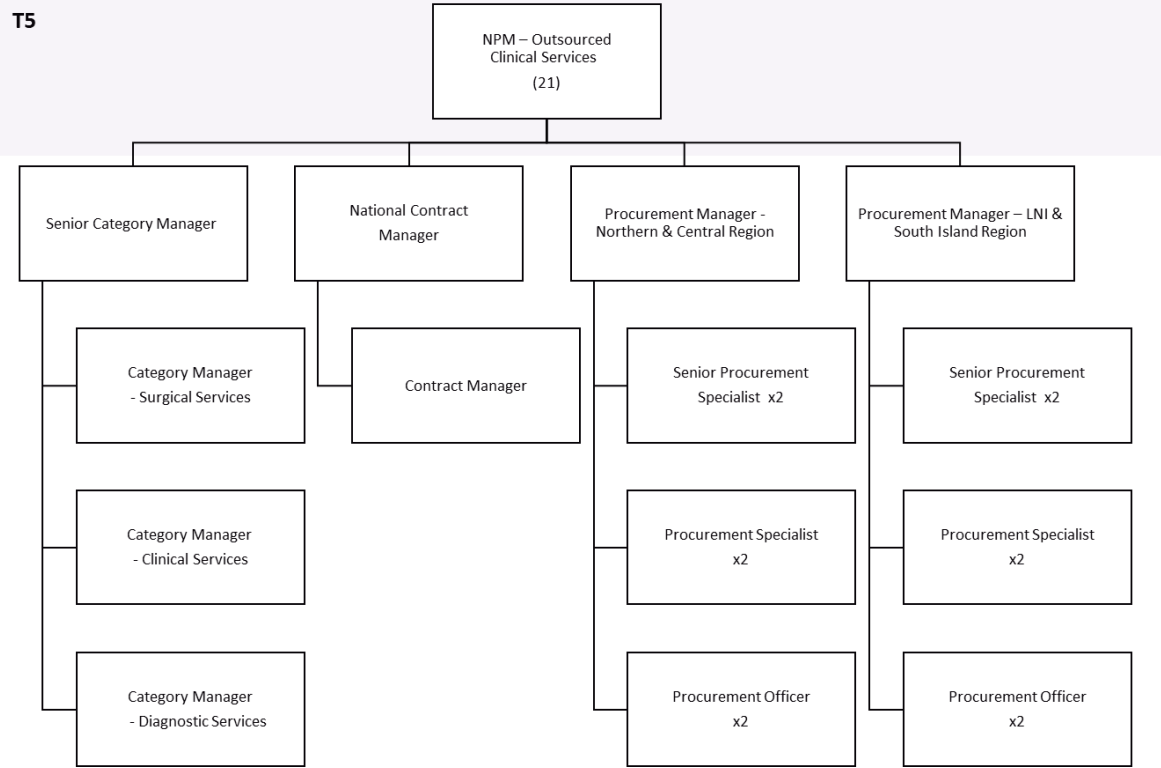
Clinical Equipment & Associated Consumables Proposed Team Structure



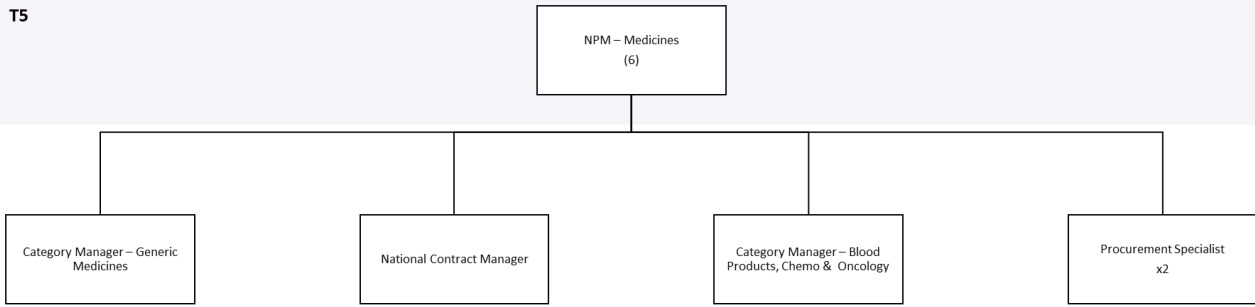
Primary and Community Proposed Team Structure



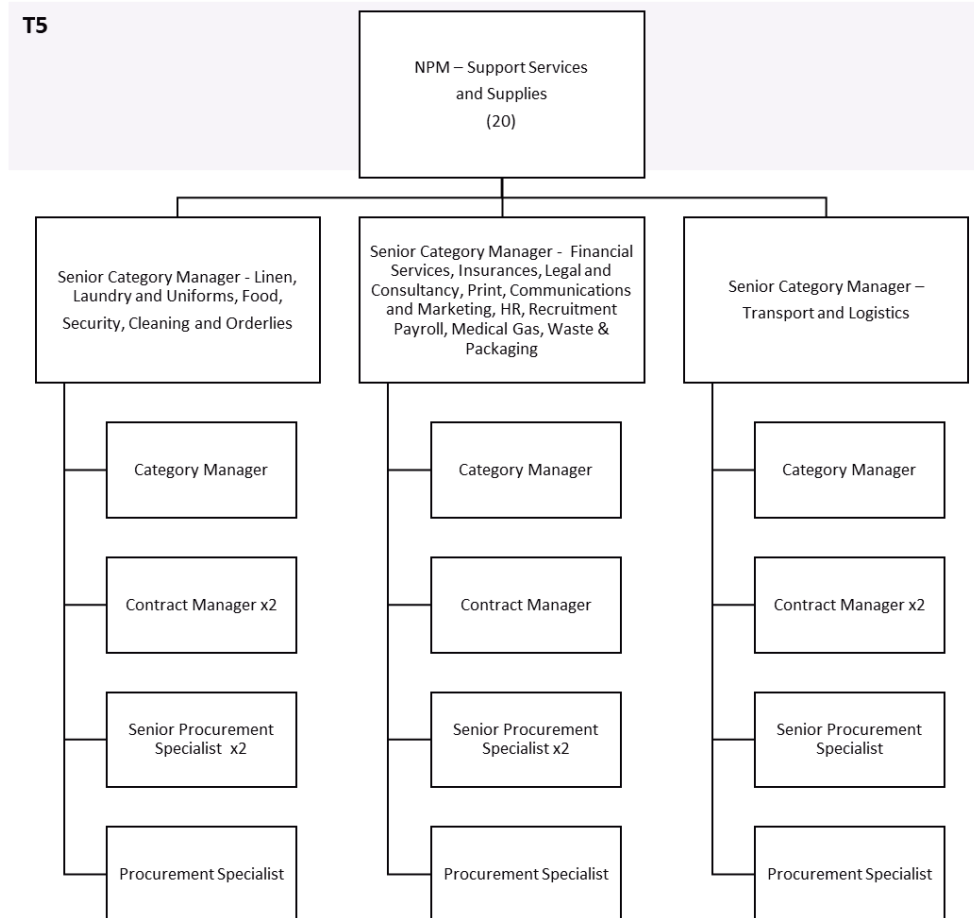
Outsourced Clinical Services Proposed Team Structure



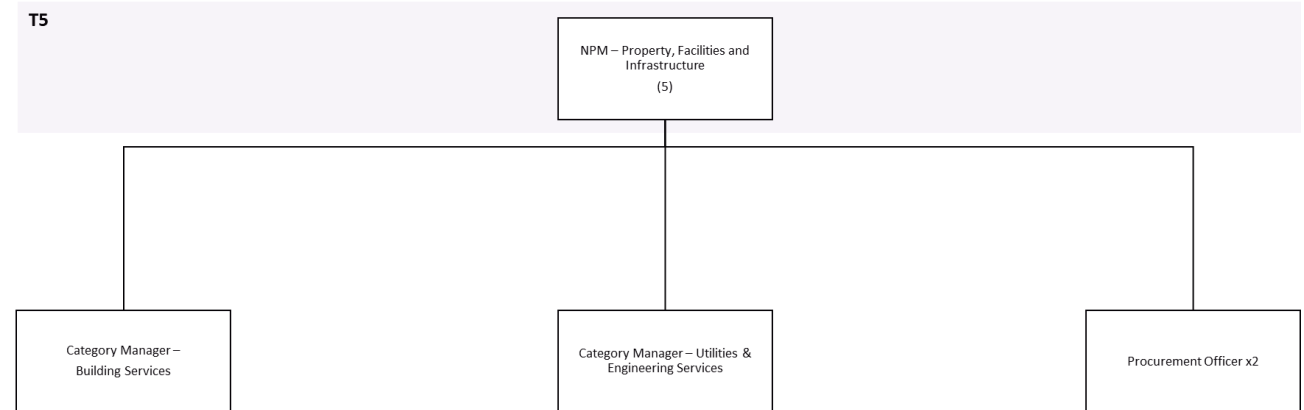
Medicines Proposed Team Structure



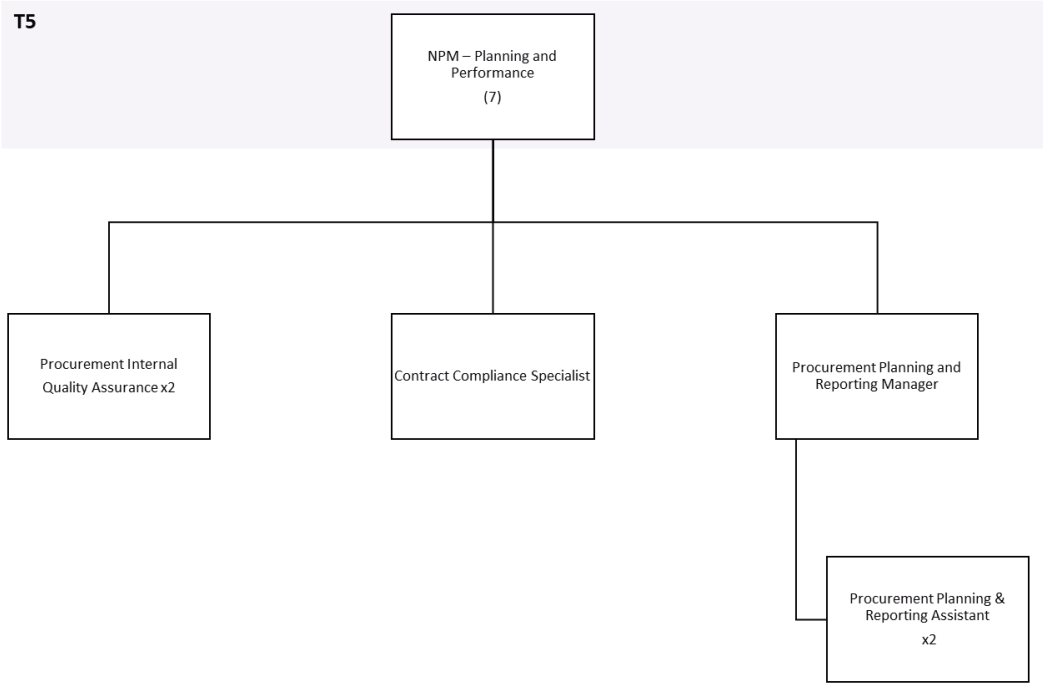
Support Services and Supplies Proposed Structure



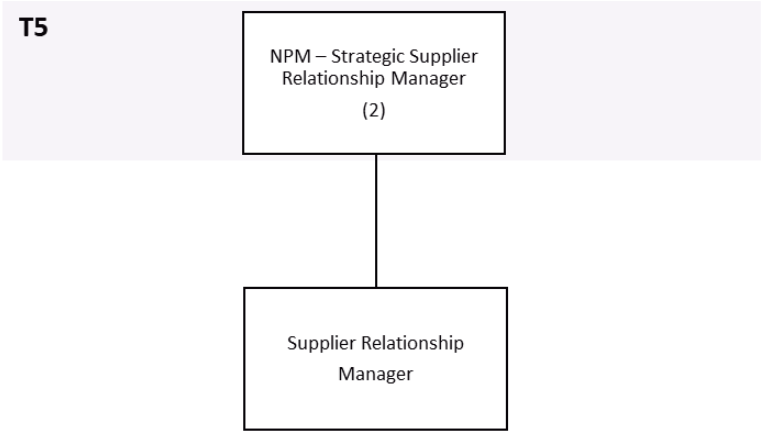
Property, Facilities and Infrastructure Proposed Structure



Planning and Performance Proposed Team Structure



Strategic Supplier Relationship Management Proposed Team Structure



Appendix 1: Proposed new positions (continued)

Procurement

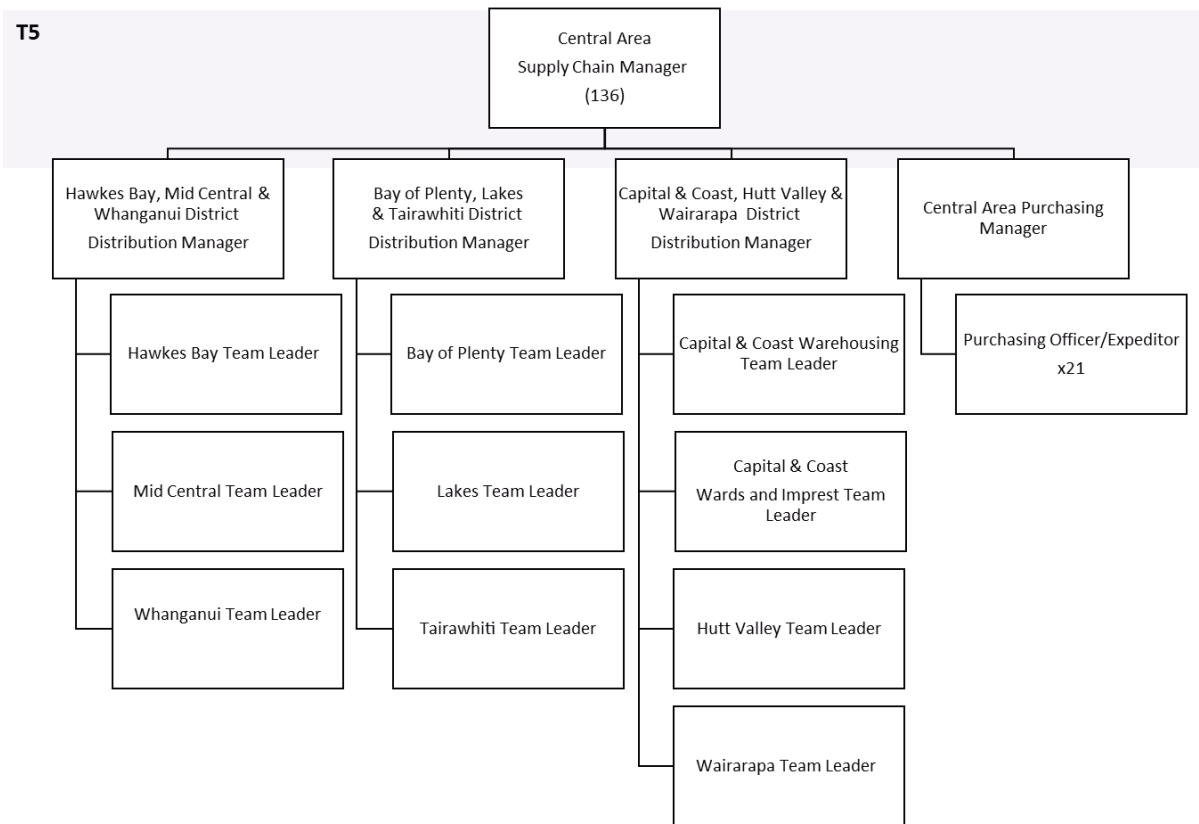
Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Contract Manager	6	2	Manage the lifecycle of major contracts	<p>Provide leadership to enable the engagement and management of supplier and stakeholder relationships</p> <p>Develop and execute contract management strategies so that commercial and non-commercial benefits and outcomes are maximised, and any risks appropriately mitigated</p> <p>Lead the development of effective and efficient contracts focused on delivery of a nationally led framework</p> <p>Lead negotiations and finalisation of major core base contracts in conjunction with Procurement Manager</p>	National Procurement Manager
Procurement Manager	6	2	Lead the sourcing function	<p>Provide leadership in engaging and managing sourcing plans and processes</p> <p>Provide leadership and specialist sourcing knowledge to support the Category Team with the execution of Category strategies</p> <p>Responsible for the planning and execution of the Procurement strategy</p> <p>Provide strategic thought leadership to cross functional teams in the development, delivery and execution of procurement strategies and plans</p> <p>In conjunction with the Category and Contract management teams lead supplier relationship engagement and management</p>	National Procurement Manager
Supplier Relationship Manager	6	1	Support supplier relationship management	<p>Provide support to the development of a SRM framework and documentation</p> <p>Support the establishment of the SRM programme</p> <p>Support the development of stakeholder engagement and management plans between Te Whatu Ora and other key business owners</p> <p>Support Quality Assurance and continuous improvement activity in supplier relationship management</p>	Strategic Supplier Relationship Manager
Procurement Planning and Reporting Manager	6	1	Manage planning and reporting for Procurement	<p>Co-ordinate the annual Procurement planning process to ensure a comprehensive multi-year procurement plan is developed and maintained</p> <p>Collect data and report on progress against the procurement plan and related benefits</p> <p>Produce standard and non-standard reports requiring data extraction and manipulation from various systems, and/or manual collection of data from different procurement teams</p> <p>Support and co-ordinate with the Reporting Function for all of P&SC</p>	National Manager Procurement Planning and Performance

Appendix 1: Proposed new positions (continued)

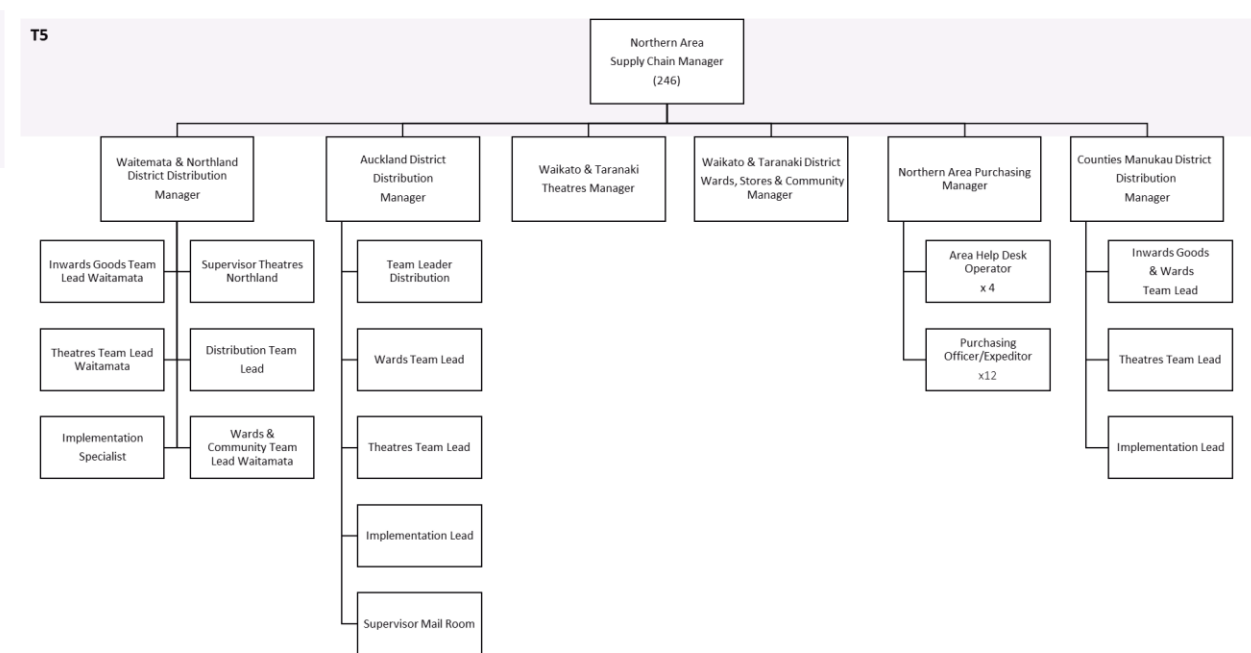
Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Procurement Internal Quality Assurance	6	2	Ensures quality procurement processes	Responsible for the administration of procurement databases including recording completion of benefit projects, updating and archiving records, adding and amending user profiles, supplier and category details- Compiling the month end reporting requirements. Providing relevant system training for new team members and refreshers for existing team members when required. This person identifies gaps or areas for improvement in relation to risk management and procurement benefit reporting protocols.	National Manager Procurement Planning and Performance
Contract Compliance Specialist	6	1	Contract process reporting and administration	Oversee all contract and procurement reporting, tracking relevant metrics and contract expiry dates and renewals, contract risks and contract compliance monitoring Identify contract risks and contract compliance monitoring and auditing Responsible for procurement processes and templates including a range of pre-approved templates	National Manager Procurement Planning and Performance
Procurement Planning and Reporting Assistant	7	2	Support planning and reporting	To assist the Procurement Planning Manager in the annual procurement planning process Produce standard and non-standard reports when required Troubleshooting issues raised by end users and escalating to the Procurement Planning Manager Supporting the Procurement Team with any ad-hoc reporting or assistance when required Support Planning Manager with the development and updating of training material	Procurement Planning and Reporting Manager

Supply Chain

Central Area Supply Chain Proposed Team Structure

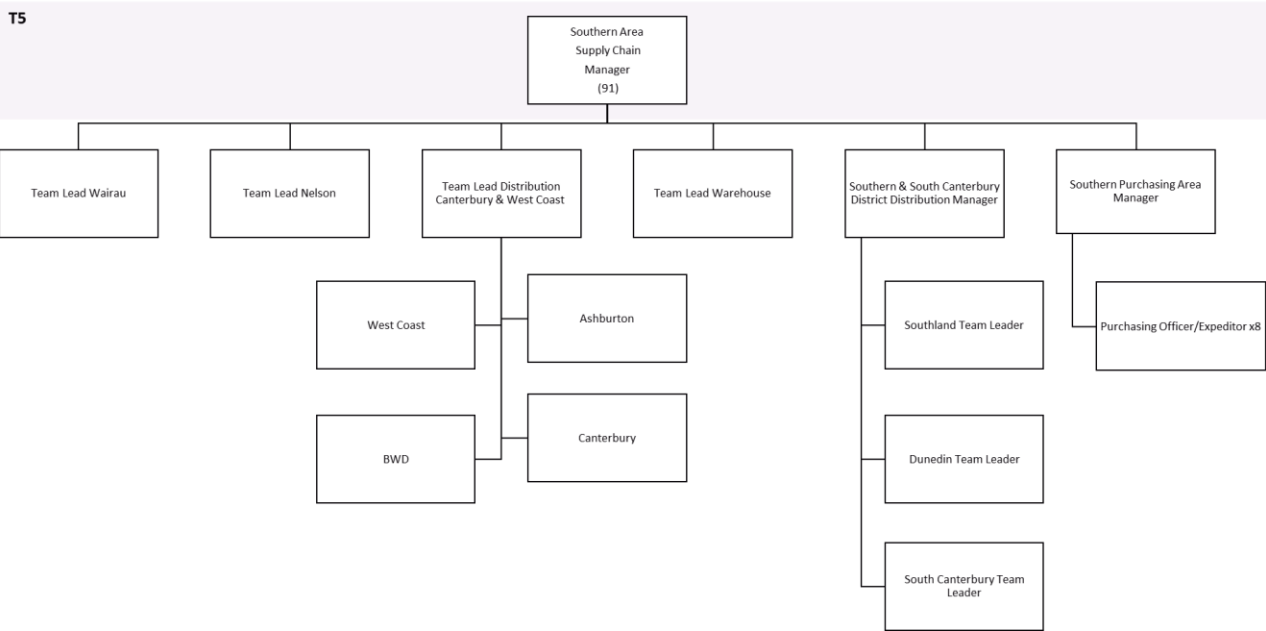


Northern Area Supply Chain Proposed Team Structure

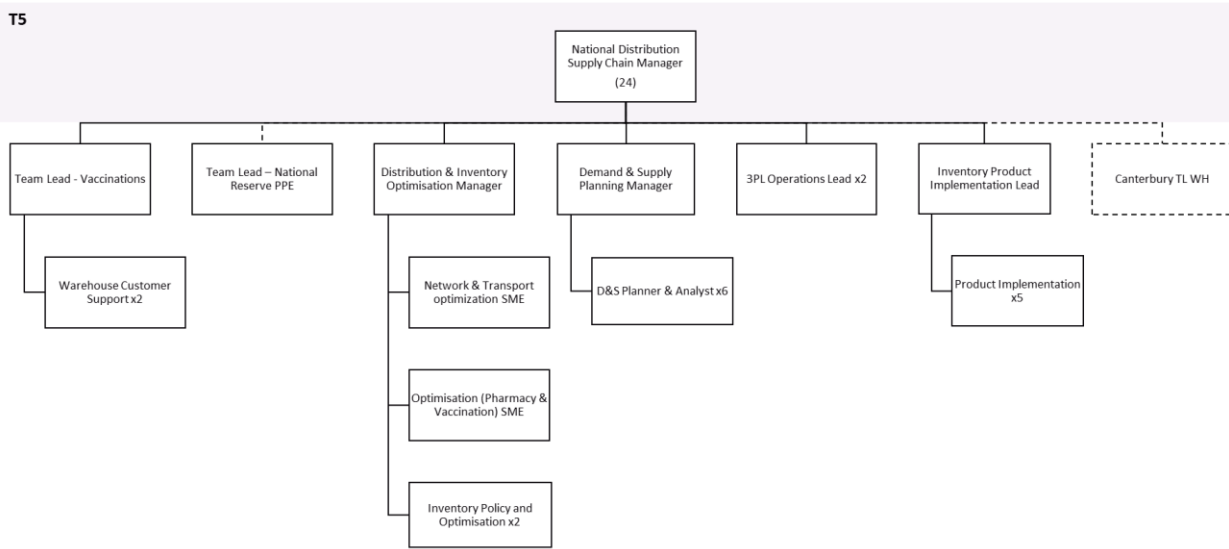


Appendix 1: Proposed new positions (continued)

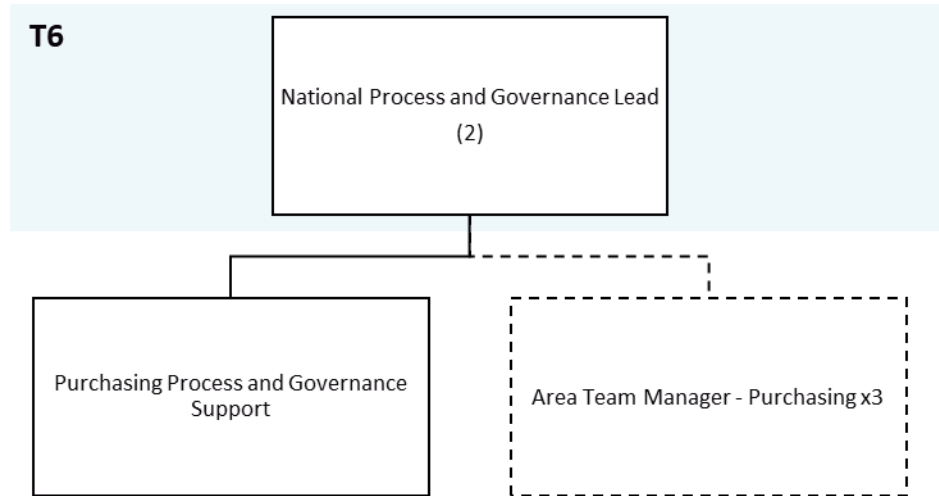
Southern Area Supply Chain Proposed Team Structure



National Supply Chain Optimisation Proposed Team Structure



National Purchasing and Governance Proposed Team Structure



Supply Chain

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
3PL operations Lead	6	1	Monitor 3PL service providers overall performance Provide oversight on 3PL invoicing and PO's Work with 3PL's to improve service provided Operationalise 3PL optimisation plans and initiatives	Management of 3PL service provider against KPI's and SLA's Coordinate and consolidate 3PL operations Act as key liaison and escalation point for Area Distribution teams 3PL contract owner management National operations coordination and management of 3PL services Implementation of 3PL improvement initiatives	National Supply Chain Optimisation Manager
Distribution & Inventory Optimisation Manager	6	1	Integrate Warehousing <u>and</u> Distribution operations to move away from current siloed approach to an integrated national approach Work towards better integration between the 3PL and Te Whatu Ora warehousing network Provide a holistic overview of the current supply chain, with a view across MedCon, Pharmacies and freight Act as one of the primary liaison points between our 3PL network and suppliers Create inventory alignment	Analyse and review 3PL performance against KPI's and SOP's to drive optimisation in the network Drive improvement and optimisation initiatives Work with the existing 3PL network to optimise the cross-network utilization Be an active driver in the 3-5 year strategic network redesign Better integrate and optimise the supply flow between 3PL's and suppliers Write Inventory policy and collaborate on inventory process standards	National Supply Chain Optimisation Manager

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Purchasing Process and governance lead	6	1	Provide national governance and process guidance and integration plans Continuously monitor changes in operations and procedures and align with governance Develop, maintain, and improve purchasing processes	Lead national policy process development Monitor team conformance to process and governance Access and manage any requested deviation to process Optimise national purchasing processes	GM Supply Chain
Demand / Supply Planner Manager	6	1	Act as the primary integration point between supply chain and greater IBP integration Develop and lead national planning strategy Act as the primary integration point for the planning team with warehousing and distribution functions Provide holistic oversight and ensure integration between demand and supply planning Integrate overarching planning with procurement	Manage demand and supply planning teams Ensure team adherence to agreed KPI's Ensure planning integration within all other distribution functions Monitor and track planning accuracy Develop planning function 3PL's Act as primary escalation point (both internal and external) for the planning team	National Inventory Optimisation Manager
Inventory Product Implementation – Lead	6	1	Key function of this role is to act as the facilitation point between the Product and Supply Chain teams Implementation of all plans and products instituted by the product team for the Area Distribution Management Key linkage and integration point between the Product team leads and the planning functions	Operationalise Product team strategies Oversee the on-site implementation teams Monitor and oversee product implementation accuracy Ensure the seamless implementation of new products and product substitution through the implementation teams	National Inventory Optimisation Manager / Dotted Line to GM Product
Distribution Manager Waitemata & Northland District	6	1	To be responsible for all in hospital supply chain activity within the district. Responsible for managing service levels, relationships and adherence to national policies	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives Take responsibility for Health and Safety management. Drive local SC improvement initiatives.	Northern Area Distribution Manager
Distribution Manager Hawkes Bay, Mid Central and Whanganui Districts	6	1	To be responsible for all in hospital supply chain activity within the districts Responsible for managing service levels, relationships and adherence to national policies	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives Drive local SC improvement initiatives Take responsibility for Health and Safety management	Central Area Distribution Manager
Distribution Manager Bay of Plenty, Lakes and Tairāwhiti Districts	6	1	To be responsible for all in hospital supply chain activity within the districts Responsible for managing service levels, relationships and adherence to national policies	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives. Take responsibility for Health and Safety management. Drive local SC improvement initiatives.	Central Area Distribution Manager

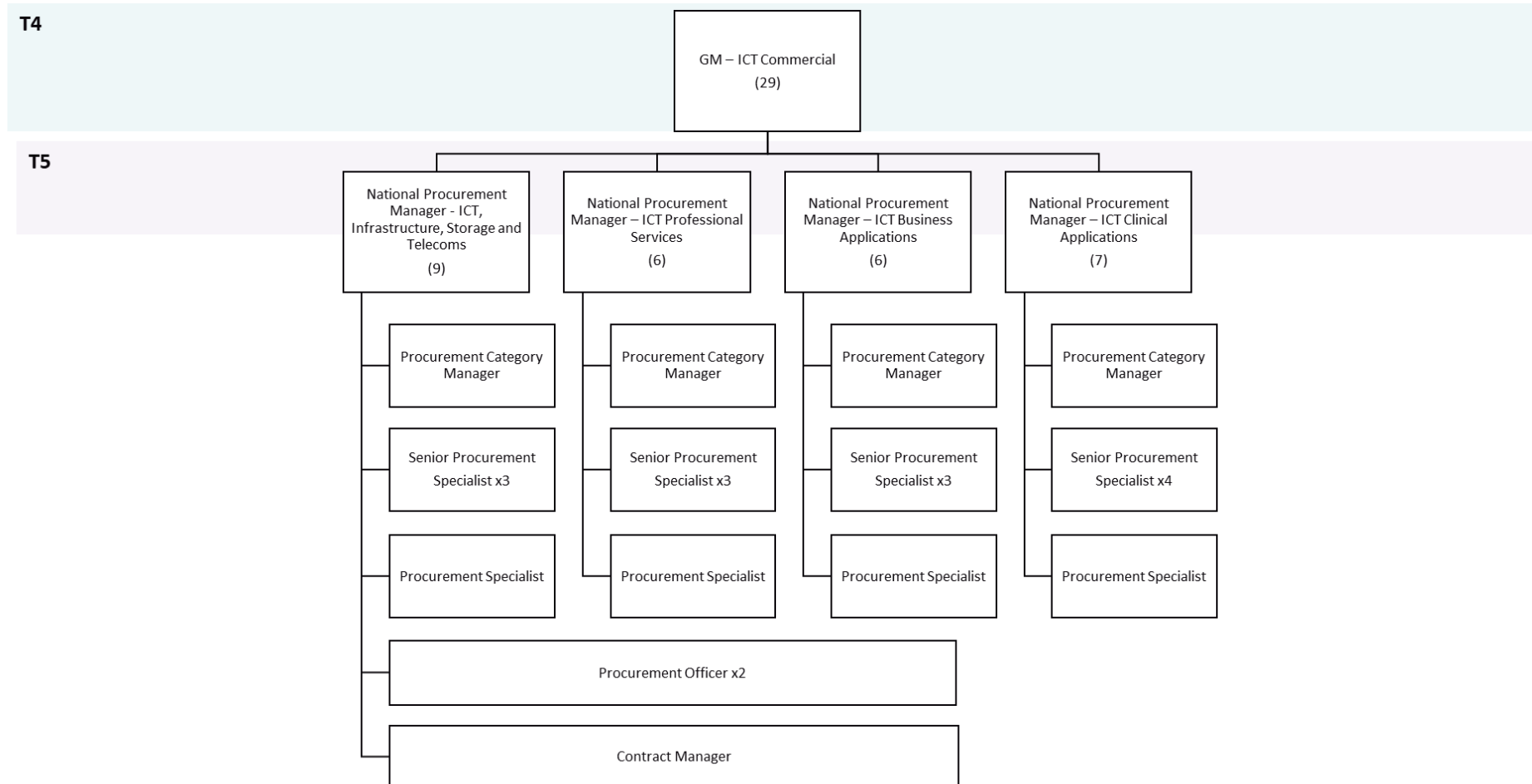
Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Distribution Manager Capital & Coast, Hutt Valley and Wairarapa Districts	6	1	To be responsible for all in hospital supply chain activity within the districts Responsible for managing service levels, relationships and adherence to national policies	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives. Drive local SC improvement initiatives. Take responsibility for Health and Safety management .	Central Area Distribution Manager
Distribution Manager Southern and South Canterbury (Based Dunedin – 1-year Fixed term)	6	1	To be responsible for all in hospital supply chain activity within the districts Responsible for managing service levels, relationships and adherence to national policies	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives. Take responsibility for Health and Safety management. Drive local SC improvement initiatives.	Southern Area Supply Chain Manager
Theatres Manager Waikato & Taranaki	6	1	To be responsible for all Theatre supply chain activity within the Taranaki & Waikato sites. Responsible for managing service levels, relationships and adherence to national policies. Lead the relevant teams to deliver agreed service standards, by operationally overseeing all aspects of service delivery, maintenance and ongoing improvement of stock management systems, processes and costs	Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives. Take responsibility for Health and Safety management.	Northern Area Supply Chain Manager
Stores, Wards and Community Manager Waikato and Taranaki	6	1	To be responsible for all Store, Wards and Community supply chain activity within the Taranaki & Waikato sites. Responsible for managing service levels, relationships and adherence to national policies. Lead the relevant teams to deliver agreed service standards, by operationally overseeing all aspects of service delivery, maintenance and ongoing improvement of stock management systems, processes and costs	Lead, coach and develop people to provide quality services and better customer outcomes. Develop and maintain effective relationships with key customers, foster and encourage collaboration. Ensure stock levels are managed to provide maximum service at minimal cost, promote standardisation in approach. Take responsibility for Health and Safety management.	Northern Area Supply Chain Manager
Team Leader Warehouse (Canterbury)	6	1	Responsible for managing service levels, relationships and adherence to national policies. Lead the relevant teams to deliver agreed service standards, by operationally overseeing all aspects of service delivery, maintenance and ongoing improvement of stock management systems, processes and costs. Optimise the use of the warehouse in the broader National Distribution Network.	Lead, coach and develop people to provide quality services and better customer outcomes. Develop and maintain effective relationships with key customers, foster and encourage collaboration. Ensure stock levels are managed to provide maximum service at minimal cost, promote standardisation in approach. Take responsibility for Health and Safety management.	Southern Area Supply Chain Manager Dotted line: National Supply Chain Optimisation Manager

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Network Optimisation SME (Pharmacy & Vaccination)	7	1	<ul style="list-style-type: none"> Provide supply chain overview for the pharmaceutical and vaccine network to better optimise and coordinate operations . Act as the primary linkage point between the supply chain teams and Pharmac. Coordinate and optimise the pharmaceutical supply chain. 	<ul style="list-style-type: none"> Monitor 3PL pharmaceutical network operations Integrate and optimise Pharma operations nationally. Act as key liaison between CMS, Pharmac and Area Distribution. Track and monitor 3PL KPI's and SLA performance. Lead 3PL optimisation projects for Pharma 	Distribution & Inventory Optimisation Manager
Network & Transport optimization SME	7	1	<p>Provide supply chain overview for the Medical devices/consumable network</p> <p>Optimise Medical devices/consumable network</p>	<p>Develop network strategy and implementation plans.</p> <p>Drive implementation of network transformation.</p> <p>Leverage short-medium term opportunities.</p>	Distribution & Inventory Optimisation Manager
Implementation Lead	7	1	Lead the onsite implementation team, acting as the liaison between the supply chain function and clinical teams, with the aim to deliver greater supply chain efficiency	<ul style="list-style-type: none"> Lead, coach and develop people to provide quality services and better customer outcomes. Develop and maintain effective relationships with key customers, foster and encourage collaboration. Lead change and /or provide operational guidance to clinical teams during periods of change i.e. systems and / or processes. Represent SC on various forums and committees. Coordinate relevant supply chain activities with clinical areas. Take responsibility for Health and Safety management. 	Distribution Manager Counties District
Team Leader Distribution Mid Central	7	1	To be responsible for all in hospital supply chain activity within the given site. Responsible for managing service levels, relationships and adherence to national policies	<ul style="list-style-type: none"> Manage service delivery by aligning site operations, staff activities and performance objectives. Build strong working relationships with both clinical and supply partners. Ensure all supply risk is effectively managed. Work collaboratively to create solutions and project manage agreed improvement initiatives. Take responsibility for Health and Safety management 	Distribution Manager Hawkes Bay, Mid Central and Whanganui Districts
Team Leader Bay of Plenty	7	1	Lead the relevant teams to deliver agreed service standards, by operationally overseeing all aspects of service delivery, maintenance and ongoing improvement of stock management systems and processes	<ul style="list-style-type: none"> Lead, coach and develop people to provide quality services and better customer outcomes. Develop and maintain effective relationships with key customers, foster and encourage collaboration. Ensure stock levels are managed to provide maximum service at minimal cost, promote standardization in approach. Take responsibility for Health and Safety management. 	Distribution Manager Bay of Plenty, Lakes and Tairāwhiti Districts

ICT Commercial Proposed Team Structure

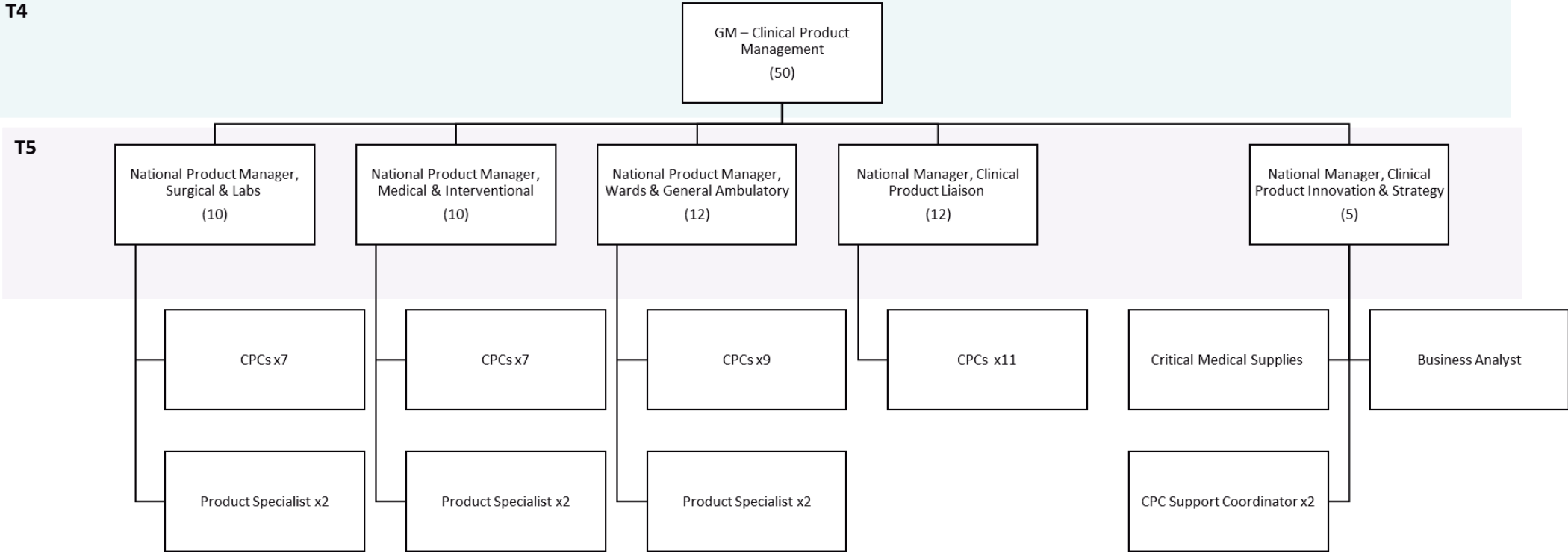


Appendix 1: Proposed new positions (continued)

ICT Commercial

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Procurement Category Manager-ICT	6	4	<ul style="list-style-type: none"> The role supports the National Procurement Manager ICT, in developing and implementing Category and Procurement Strategies. The Category Manager - ICT is responsible for leading sourcing activities within their category for the commercial management of new and existing contract arrangements and for managing supplier performance. 	<ul style="list-style-type: none"> Provide expert advice and guidance on issues relating to all aspects of category management and sourcing activity, including setting strategy, negotiation approaches, sourcing, managing suppliers, deriving best value and dealing effectively with contractual requirements. Execute category strategy through the management of appropriate cross-functional teams, providing regular updates to stakeholders and Procurement leaders. Manage stakeholders (customer, legal, supplier, other interested parties) to ensure successful outcomes. Leads or supports the negotiation and finalisation of commercial documentation. Reviews recommendations for submissions and approval. Manage the transition and implementation of incoming and outgoing commercial arrangements. Understand the commercial value proposition offered Nationally or by District. As appropriate provide advice on these opportunities to stakeholders. Ensure financial analysis is sound 	National Procurement Manager ICT
Contracts Manager-ICT	6	1	<ul style="list-style-type: none"> The purpose of the Contracts Manager role is to ensure that procurement achieves best value from its procurement and contracted activity. Managing supplier contracts over the contract life cycle including contract negotiation, adherence to contract commitments, amendments additions, renewals, extensions, contract novations, pricing reviews, terminations and for addressing supplier performance discrepancies and adherence to contractual obligations. 	<ul style="list-style-type: none"> Developing the relationships that ICT Commercial has with its stakeholders and suppliers under contract. Identifying strategic national procurement opportunities. Assisting D&D to further leverage supplier relationships in their collaborative and local procurement initiatives. Identifying and managing risks that may arise through the life of the contract and implementing robust financial and operational controls. Contributing to the enhancement of contract management practices within ICT Commercial procurement service. Meet regularly with Vendors and Key Stakeholders to ensure Active management of active expired contracts. 	National Procurement Manager ICT

Clinical Product Management Proposed Team Structure



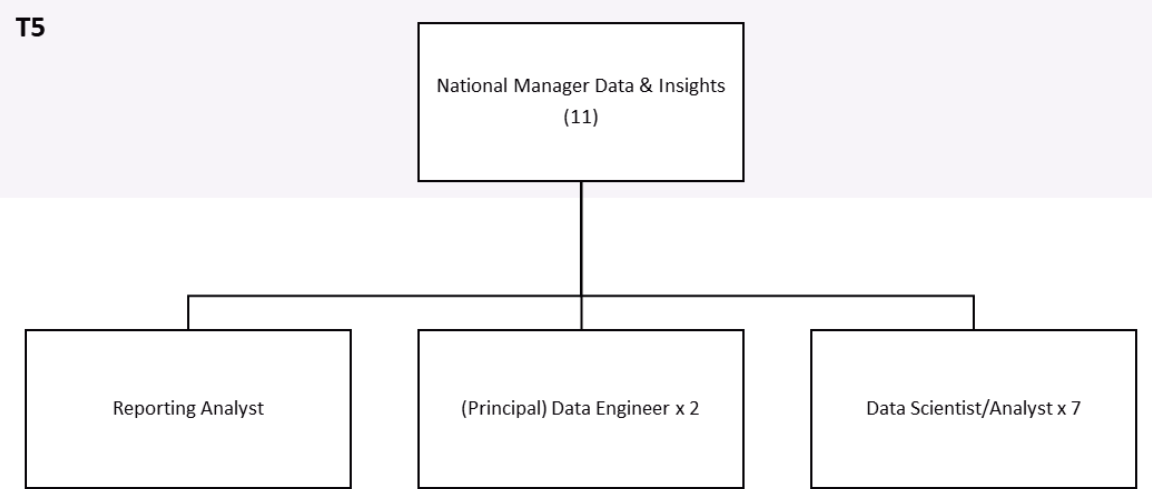
Appendix 1: Proposed new positions (continued)

Clinical Product Management

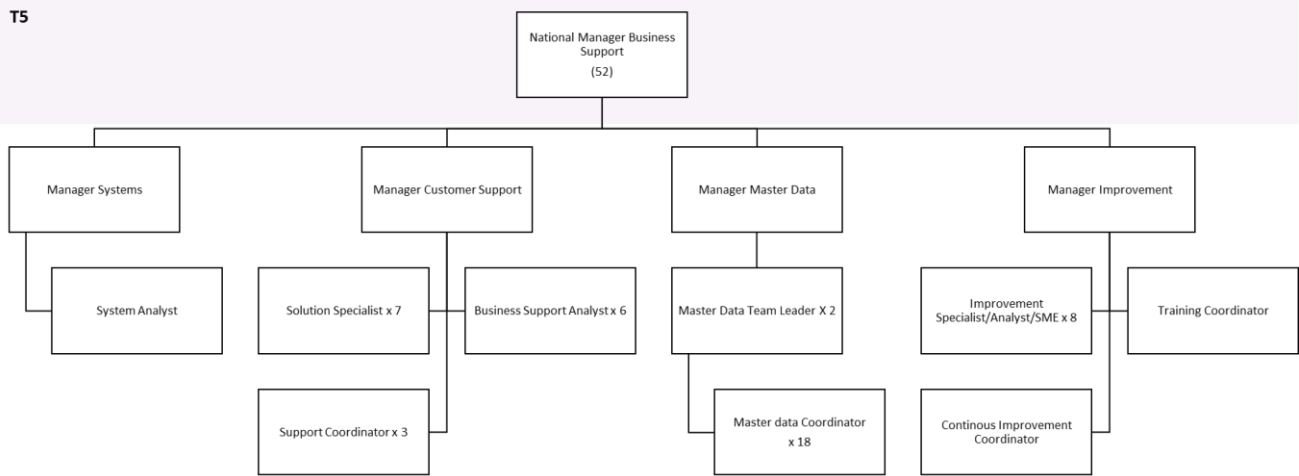
Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Manager – Clinical Product Liaison	5	1	Lead and manage CPC team assisting them in effectively working at the local / regional level ensuring relationships are developed and maintained and national / regional strategies are implemented		GM Clinical Product Management
National Manager – Clinical Product Innovation & Strategy	5	1	Support the Clinical Product Management function to ensure it is an overall highly customer centric, effective and efficient operation	<ul style="list-style-type: none"> Develop and implement overall strategies and frameworks for the successful operation of the Clinical Product Management (CPM) function. This will involve leading the development and implementation of CPM standards, policies and processes, clinical product governance, continuous CPM improvement and managing the CPM connection to various stakeholder groups (e.g. Infection Prevention & Control (IP&C), etc.). Accountable for identifying opportunities to improve and optimise delivery of care through new technologies and supporting the CPM teams to connect to the Health Technology Assessment (HTA) processes. 	GM Clinical Product Management
Business Analyst	6	1	Identifying, developing and implementing process improvement efforts across CPM. Using sound process improvement disciplines and practices that results in simplification of process, reduction of waste and financial return	<ul style="list-style-type: none"> Gathering, validating and documenting business requirements Modelling business processes and identifying opportunities for process improvements. Contributes to development of policy / protocol / standards / guidelines / tools for CPM 	National Manager – Clinical Product Innovation & Strategy

Data, Systems and Business Improvement

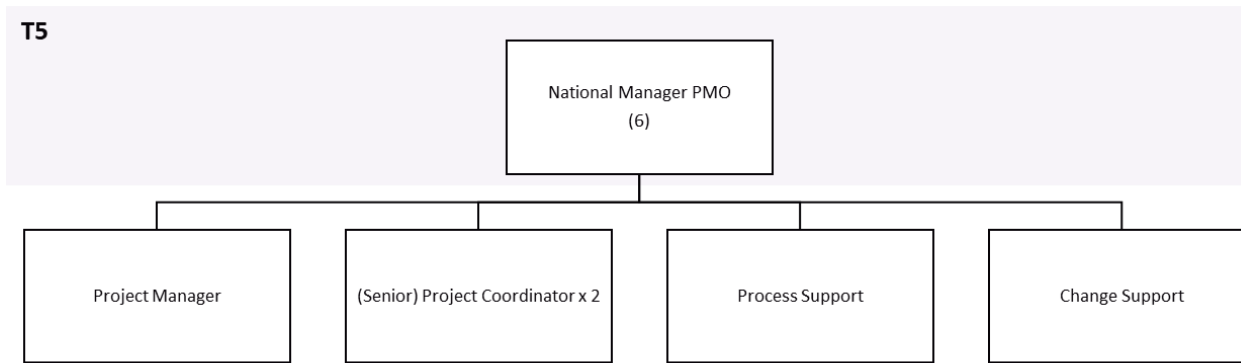
Data & Insights Proposed Team Structure



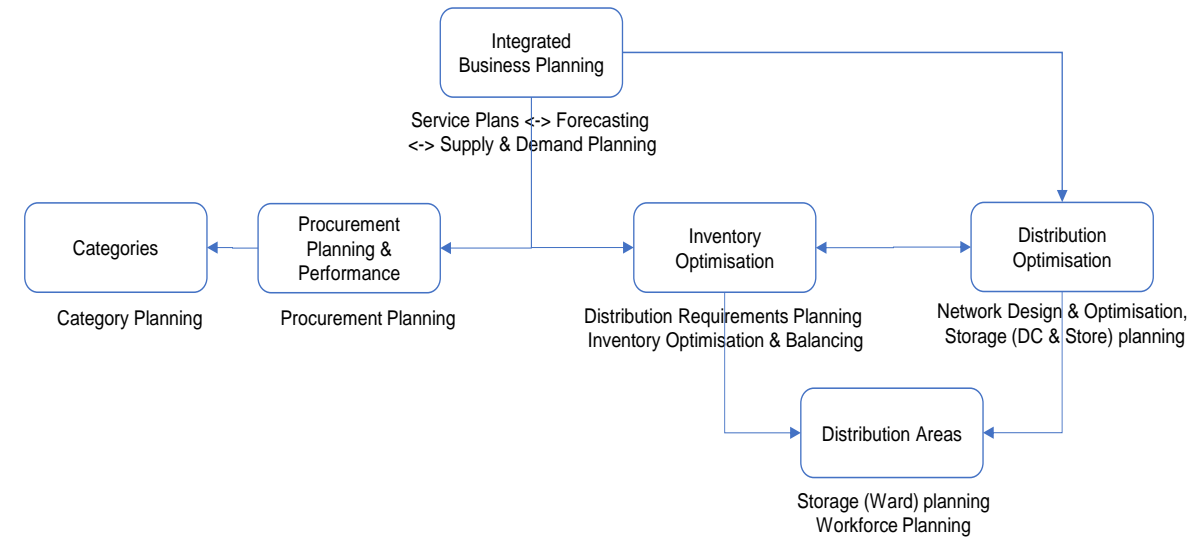
Business Support Proposed Team Structure



PMO Proposed Team Structure



The below diagram shows the different planning processes and how the IBP function feeds planning across P&SC



Data, Systems and Business Improvement

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Manager Systems	6	1	Purpose is to ensure the overall strategy and architecture of P&SC's systems, working with Data & Digital and the FPIM Programme, is customer centric and supports the effective delivery of P&SC's accountabilities	<ul style="list-style-type: none"> Develop system roadmap for wider P&SC Capture, validate and document business requirements Identifying opportunities for system improvements Supports the ongoing enhancements of P&SC systems 	National Manager Business Support

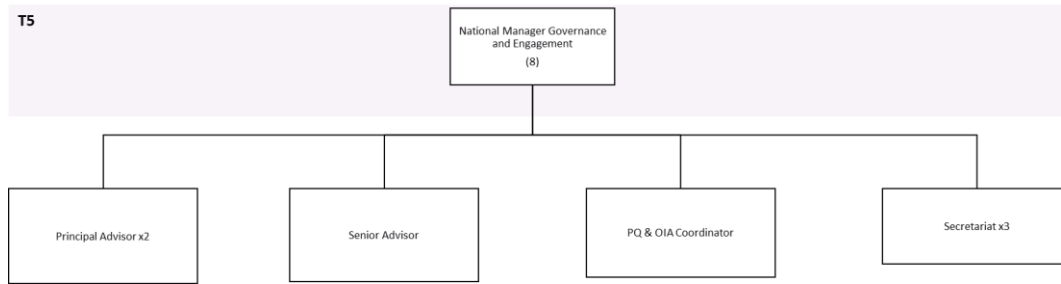
Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Manager Customer Support	6	1	Purpose is to ensure a timely resolution of any queries that may arise with the P&SC customer base	<ul style="list-style-type: none"> Responsible for overall service to customers, ensuring that queries are resolved or directed to the right place. Support change and release management activities on behalf of P&SC users and capture user requirements for system improvements 	National Manager Business Support
Manager Master Data	6	1	Purpose is to ensure master data which underpins many key business process is maintained to high standards supporting the wider P&SC teams	<ul style="list-style-type: none"> Responsible for maintaining and queries related to P&SC master data, recognising the importance of appropriately managing changes to master data and ensuring that these have appropriate change control 	National Manager Business Support
Manager Improvement	6	1	Purpose is to support the ongoing improvement of the P&SC services	<ul style="list-style-type: none"> Responsible for identifying where there are systemic issues that customers are encountering and progressing these to resolution at a systemic level Centre of excellence for continuous improvement in P&SC and support the overall continuous improvement effort across P&SC 	National Manager Business Support
Continuous improvement coordinator	7	1	Purpose is to have a supportive continuous improvement programme in place lifting the overall P&SC performance	<ul style="list-style-type: none"> Coordinate and support activities with a continuous improvement focus Coordinate a continuous improvement development programme 	Manager Improvement
Training coordinator	7	1	Purpose is to have a programme in place providing system and process training opportunities for the wider teams needing to learn P&SC processes	<ul style="list-style-type: none"> Coordinate and organise P&SC process and training opportunities Maintain and record events 	Manager Improvement

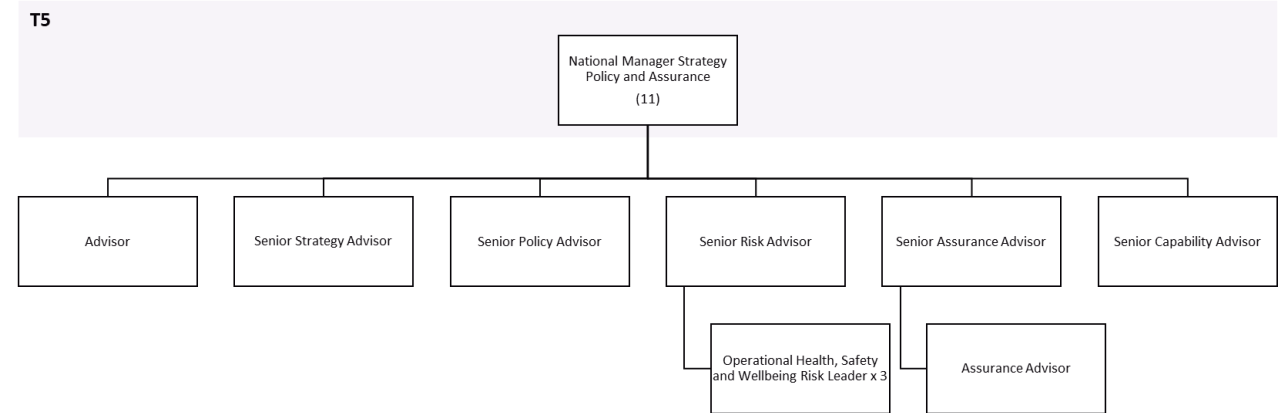
Appendix 1: Proposed new positions (continued)

Strategy and Engagement

Governance and Engagement Proposed Team Structure



Strategy, Policy and Assurance Proposed Team Structure



Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Manager Broader Outcomes	5	1	<ul style="list-style-type: none"> Partner with Equity Business Partner, Te Aka Whai Ora and relevant teams within Te Whatu Ora Health New Zealand to deliver an agreed approach to P&SC Broader Outcomes 	<ul style="list-style-type: none"> Lead and contribute to the delivery of the wider broader outcomes programme, including appropriate and ongoing planning and prioritisation of work Assist, guide, lead and embed the broader outcomes process into P&SC Te Whatu Ora contracts Assist in the management and delivery of the reporting process inclusive of data capture and analysis of associated data 	GM Strategy and Engagement
Senior Strategy Advisor	6	1	<ul style="list-style-type: none"> Lead the development and monitoring of the P&SC strategies and strategic outcomes 	<ul style="list-style-type: none"> Development of P&SC Strategy alongside the senior leadership team Develop and monitor P&SC Strategy KPIs and action plans (data and intelligence from S&DB) Provide visibility to the senior leadership team of performance against the P&SC Strategy and flag issues arising, mediation plans etc. 	National Manager Strategy Policy and Assurance

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Senior Policy Advisor	6	1	<ul style="list-style-type: none"> Oversee the P&SC policy set, including supporting relevant policy owners to navigate the policy process Ensure appropriate consultation occurs, that policy reviews are completed as required, that P&SC policy set is connected into the wider Te Whatu Ora policy framework Maintain policy and process reference set and repository 	<ul style="list-style-type: none"> Work with P&SC leaders to develop and implement the P&SC policy set and framework, supporting them through the policy development and consultation process Oversight of management of reference set and policy and process repository Consider P&SC wide impact of policies Carry out research, review and analysis and provide advice on required updates to policies Ensure development and implementation of Te Whatu Ora wide policies relating to P&SC 	National Manager Strategy Policy and Assurance
Senior Risk Advisor	6	1	<ul style="list-style-type: none"> Lead the Risk function by providing independent and objective risk assessment services to P&SC by bringing a systematic approach to developing, evaluating, implementing, and improving the effectiveness of risk management within P&SC 	<ul style="list-style-type: none"> Oversee the development and implementation of risk management frameworks across P&SC Ensure that P&SC risk is appropriately connected into the wider Te Whatu Ora risk management framework Provide the senior leadership team with insights into emerging risks, risk trends and risk maturity Lead work programmes to lift risk management capability and culture across P&SC 	National Manager Strategy Policy and Assurance
Senior Assurance Advisor	6	1	<ul style="list-style-type: none"> Providing assurance to the P&SC senior leadership team that internal controls are mitigating risks as intended 	<ul style="list-style-type: none"> Oversee the development and implementation of audit/assurance work programmes across P&SC Ensure that P&SC assurance is appropriately connected into the wider Te Whatu Ora audit framework Provide assurance to the P&SC senior leadership team that operations within P&SC are compliant with policy and process, providing detailed findings and recommendations where non-compliance is identified Provide the senior leadership team with insights into changing control effectiveness and maturity Lead work programmes to lift assurance and compliance capability and culture across P&SC 	National Manager Strategy Policy and Assurance
Senior Capability Advisor	6	1	<ul style="list-style-type: none"> Lead the Capability function, including planning and overseeing the successful delivery of programmes that lift the P&SC related skill of the capability of workforce 	<ul style="list-style-type: none"> Oversee the prioritisation, development, and implementation of programmes capability of the P&SC workforce, in specialist P&SC skills Support the coordinated implementation of Te Whatu Ora developed general skills programmes Work with P&SC leaders to champion the deployment of capability uplift programmes and optimise staff engagement Develop assessment models to track capability improvement over time Provide the senior leadership team with insights into capability gaps and gains, including areas of risk / poor uptake 	National Manager Strategy Policy and Assurance

Appendix 1: Proposed new positions (continued)

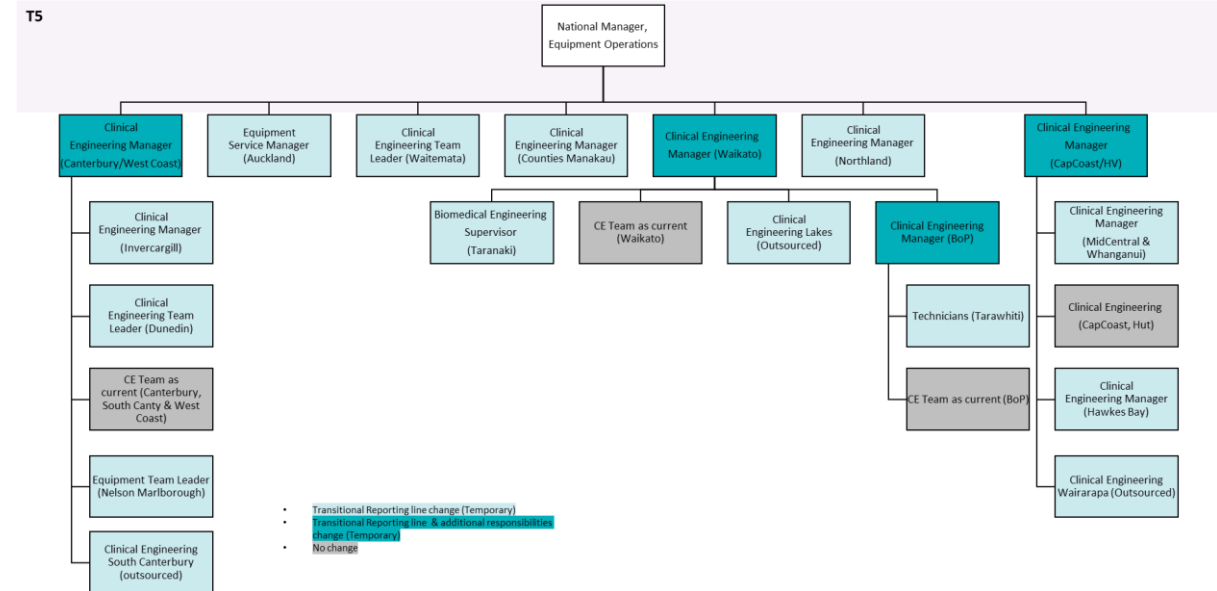
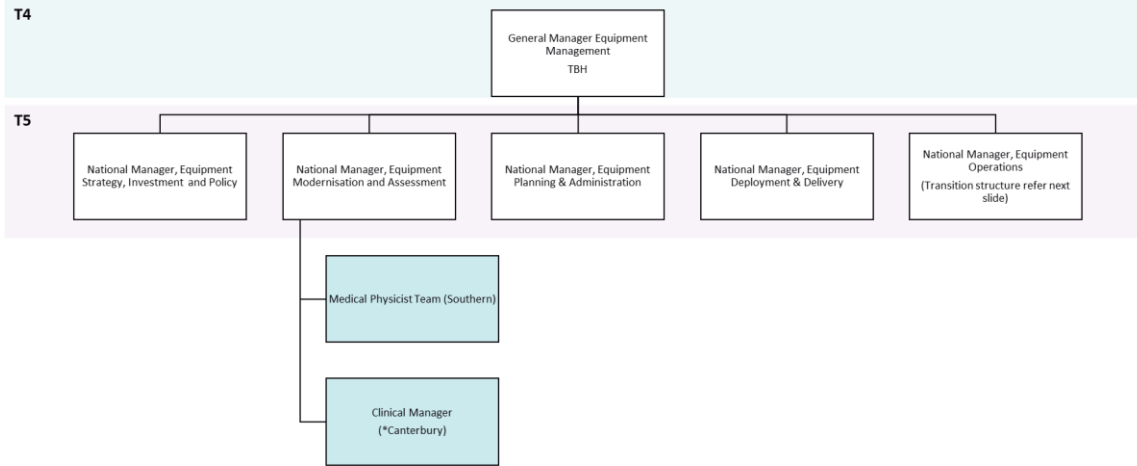
Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Principal Advisor	6	2	<ul style="list-style-type: none"> Ensure governance mechanism within P&SC functions appropriately, including completion of P&SC requirements for Senior Leadership Team, Hospital and Specialist Services group, Executive Leadership Team, the Board and Ministerial sector 	<ul style="list-style-type: none"> Ensures completion of required governance and reporting tasks in a timely and accurate manner Provides high quality advice, input into and development of: <ul style="list-style-type: none"> High-priority reports and papers for P&SC, Hospital and Specialist Services, ELT and Board Ministerial Briefings High-priority requests from the Director P&SC Stakeholder engagement Regularly reviews governance settings to ensure they remain up to date Manage requirements and agreed deliverables of business partners Be a key relationship holder for governance and communications related enquiries 	National Manager Governance and Engagement
Senior Advisor	6	1	<ul style="list-style-type: none"> Support the Principal Advisor to ensure governance mechanism within P&SC function appropriately, including completion of P&SC requirements for Senior Leadership Team, Hospital and Specialist Services group, Executive Leadership Team, the Board and Ministerial sector 	<ul style="list-style-type: none"> Support Principal Advisor in delivery of responsibilities 	National Manager Governance and Engagement
Advisor	6	1	<ul style="list-style-type: none"> Support the Principal Advisor to ensure governance mechanism within P&SC function appropriately, including completion of P&SC requirements for Senior Leadership Team, Hospital and Specialist Services group, Executive Leadership Team, the Board and Ministerial sector 	<ul style="list-style-type: none"> Support Principal Advisor in delivery of responsibilities 	National Manager Governance and Engagement
Parliamentary Question and Official Information Act Coordinator	6	1	<ul style="list-style-type: none"> Responses to Parliamentary Questions, Official Information Act requests and other like requests for information are completed in a timely, accurate and complete manner 	<ul style="list-style-type: none"> Maintain register of requests and timeframes for completion Ensure accurate, relevant and timely information is provided in response to queries Provide additional support to the secretariat function 	National Manager Governance and Engagement
Secretariat Roles	6	3	<ul style="list-style-type: none"> Provide administrative support for functions and tasks that improve the overall efficiency of P&SC 	<ul style="list-style-type: none"> Provide administrative support for functions and tasks that improve the overall efficiency of P&SC 	National Manager Governance and Engagement
Assurance Advisor	7	1	<ul style="list-style-type: none"> Provide independent and objective assurance to the Senior Assurance Advisor that the P&SC functions are operating within policy and process settings 	<ul style="list-style-type: none"> Undertake a risk-based audit/assurance work programme to evaluate that policies, procedures and control systems are well designed, fit for purpose and functioning effectively and efficiently Undertake responsive reviews of areas of risk, emerging risks and/or opportunities arising from changes in the operating environment and requests from the P&SC senior leadership team Identify areas of non-compliance and provide detailed findings and recommendations Prepare, lead and manage briefing sessions with internal stakeholders 	Senior Assurance Advisor

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
Operational Health, Safety and Wellness Risk Leaders (12-month appointment)	7	3	<ul style="list-style-type: none"> Provide independent and objective operational Health, Safety and Wellness risk leadership and assurance services to P&SC by bringing a systematic approach to evaluating, implementing, and improving the effectiveness of risk management and internal control processes within P&SC 	<ul style="list-style-type: none"> Implement Health, Safety and Wellness risk management frameworks, processes, and tools within P&SC to ensure identification of Health and Safety risks and issues for management and mitigation Link with P&SC business partner in Health, Safety and Wellness Ensure strong operational links with Senior Assurance Advisor and training facilitators Facilitate the appropriate identification and management of P&SC Health and Safety risk, working with the P&SC senior leadership team and Te Whatu Ora Health and Safety team Support root cause analysis of significant Health and Safety risks and issues, and areas of non-compliance Support work programmes to lift Health and Safety risk management capability, maturity and culture across P&SC Support Te Whatu Ora Health New Zealand national team to ensure compliance with Health and Safety Legislation 	Senior Risk Manager

Appendix 1: Proposed new positions (continued)

Proposed Equipment Management Team Structures



Transitional Reporting line change (Temporary)

* 19x FTEs are Oncology Physics and will not be in the future Equipment Management structure, but will reside here temporarily

- Transitional Reporting line change (Temporary)
- Transitional Reporting line & additional responsibilities change (Temporary)
- No change

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
General Manager Equipment Management	4	1	<ul style="list-style-type: none"> Provide a centre-led Equipment Management function, with a single line of sight and clear accountabilities from strategy to operations (entire lifecycle), ensuring provision of safe, professional, efficient, effective, equitable and sustainable equipment management service 	<ul style="list-style-type: none"> Lead and manage the development and delivery of short-, medium- and long- term investment strategies and plans (roadmap) for health technology at a portfolio level Lead and manage the development of modernisation and assessment functions for health technology Lead and manage the development of health technology Programmes to inform the EM's health technology portfolio strategies and plans as well as the delivery Projects and operational aspects Lead and manage the development of Health Technology Projects to deliver and deploy the developed EM's health technology Programmes Lead and manage a professional, effective, efficient, equitable and sustainable Health Technology Management service to ensure the equipment (i.e. Health Technology) is kept in a safe and fit for purpose state and is available when needed and where needed 	National P&S Director

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Manager, Equipment Strategy, Investment and Policy	5	1	<ul style="list-style-type: none"> Provide a strategic and centre-led health technology (i.e. medical equipment) portfolio and policy function which promotes and drives the safe, effective, efficient, equitable, sustainable deployment and use of health technology 	<ul style="list-style-type: none"> Lead, champion, and promote the development and delivery of short-, medium- and long- term investment roadmaps and plans for health technology (e.g. medical equipment/systems) at a portfolio level and in line with the clinical services plans Implement and maintain Equipment Management strategies and processes that support safe, effective, efficient, equitable, sustainable equipment management services Implement and maintain Equipment Management policies and directives to drive the safe, effective, efficient, equitable, sustainable deployment and use of health technology (i.e. medical equipment/systems) Coordinate the wider Equipment Management and/or P&SC -internal/external strategies, policies and directives that could impact or influence any equipment and EM's functions or outputs 	General Manager Equipment Management
National Manager, Equipment Planning & Administration	5	1	<ul style="list-style-type: none"> Provide a Centre-led health technology (clinical equipment) planning and programme management function to inform the portfolio's capital roadmap and investment plans, as well as technical support services for the wider EM function to unify, rationalise and standardise Systems and Processes throughout the Equipment Life Cycle 	<ul style="list-style-type: none"> Lead, champion, and ensure the development of health technology (i.e. medical equipment/ systems) Programmes (as well as Programme Management functions i.e. PMO) to inform the EM's health technology portfolio roadmaps and plans and to support the strategic and business goals of Te Whatu Ora Lead, champion, and promote the development of health technology (i.e. medical equipment/ systems) Programmes Councils to form advisory and governance groups to drive health technology (i.e. medical equipment/ systems) Programmes Implement and maintain an EM support services that provide specific technical support functions to promote and support equipment (i.e. Health Technology) planning, deployment, and operations Implement and maintain processes (i.e. unified standard operating procedures) and systems (i.e. asset management and information system/database) to support the EM functions across the equipment lifecycle 	General Manager Equipment Management

Appendix 1: Proposed new positions (continued)

Position Title	Tier	FTE	Core Purpose	Responsibilities	Reporting To
National Manager, Equipment Deployment & Delivery	5	1	<ul style="list-style-type: none"> • Provide a Centre-led clinical capital project management service to deliver the funded pipeline of health technology/medical equipment capital projects by initiating projects and managing these projects to conclusion as well as provide benefit realisation reviews 	<ul style="list-style-type: none"> • Stand up and manage Health Technology (i.e. medical equipment) Projects to deliver and deploy the agreed EM's clinical capital plans (equipment programmes) • Lead, champion and manage a clinical capital Programme/Project Management Office (PMO) and functions • Establish project management groups (multidisciplinary including procurement) to support and govern the delivery and deployment of Health Technology Projects • Identify and explore opportunities to reduce operational costs (e.g. outsource contracts) by working closely with the National EM Equipment Operations Manager to identify opportunities to release funds for reinvest in development EM resources 	General Manager Equipment Management
National Manager Equipment Operations	5	1	<ul style="list-style-type: none"> • Provide a uniform and centre-led health technology management activities (aka clinical engineering services) to introduce and manage health technology (i.e. medical equipment/ systems) throughout its life-cycle and adherence to relevant legislation. In addition, the role will be responsible for providing medical equipment pools and/or fleet services 	<ul style="list-style-type: none"> • Merge, develop and maintain a professional, effective, efficient, equitable and sustainable Health Technology Management (Clinical Engineering) service to ensure the equipment (i.e. Health Technology) is kept in a safe and fit for purpose state and is available when needed and where needed • Review, merge, develop and maintain district-, regional- and/or national- equipment pools services to support and enhance better utilisation and access to equipment so to support the overall strategic and business goals of Te Whatu Ora • Lead, champion, and establish workforce development and retention plans for vulnerable EM workforce groups to build capacity and capabilities to support the future EM delivery and operational functions • Lead, champion, and explore opportunities to reduce operational costs (outsource contracts) to release funds for reinvestment in the development of EM resources and improve EM service across Te Whatu Ora 	General Manager Equipment Management

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 proposed to be significantly affected - disestablished

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

District	FTE	Position Title	Reports To	Proposed Impact
Auckland	1	General Manager - Commercial Services	Acting Chief Financial Officer	Disestablished
Auckland	1	Inventory & Implementation Specialist	Procurement & Supply Chain Lead	Disestablished
Auckland	1	Inventory & Implementation Specialist	Procurement & Supply Chain Lead	Disestablished
Auckland	1	Loading Dock Manager	Procurement & Supply Chain Lead	Disestablished
Auckland	1	Personal Assistant - Non Clinical	General Manager - Commercial Services	Disestablished
Auckland	1	Procurement & Supply Chain Lead	General Manager - Commercial Services	Disestablished
Capital and Coast	1	Clerical Assistant - Warehouse	Team Leader Imprest & Inwards Goods	Disestablished
Capital and Coast	1	Gm Procurement & Supply Chain 2Dhb	Chief Legal Officer	Disestablished
Counties Manukau	1	Business Analyst		Disestablished
Counties Manukau	1	Commercial Procurement Manager	Deputy Chief Finance Officer	Disestablished
Counties Manukau	1	Implementation Manager	Director Operations	Disestablished
Counties Manukau	1	Implementation Officer		Disestablished
Counties Manukau	2	Implementation Officer		Disestablished
Counties Manukau	1	Supervisor-Inventory & Supply Chain		Disestablished
Haurora a Toi Bay of Plenty	1	Analyst	Chief Finance Officer	Disestablished
Hawke's Bay	1	Procurement Specialist	Procurement And Logistics Manager	Disestablished
HealthSource	1	Chief Operating Officer		Disestablished
HealthSource	2	Procurement Officer	Commercial Manager-Clinical And Capital	Disestablished
HealthSource	1	Procurement Officer	Commercial Mngr-Non Clinical & Major Ser	Disestablished
HealthSource	1	Procurement Officer	Product Manager-Medical & Interventional	Disestablished
HealthSource	1	Procurement Officer	Product Manager-Wards & Gen. Ambulatory	Disestablished

District	FTE	Position Title	Reports To	Proposed Impact
HealthSource	1	Procurement Officer	Product Manager-Wards & Gen. Ambulatory	Disestablished
HealthSource	2	Service Delivery Manager	General Manager, Operations	Disestablished
HealthSource	1	Supplier Relationship Specialist	Procurement Operations Manager	Disestablished
Midcentral	1	Contracts & Procurement Officer	Director Facilities & Estate Management	Disestablished
Midcentral	1	Senior Contracts Administrator	General Manager Corporate Services	Disestablished
Nelson Marlborough	1	Manager - Procurement And Supply Chain	Gm - Finance Performance & Facilities	Disestablished
NZ Health Partnership	1	Chief Executive Officer		Disestablished
NZ Health Partnership	1	Clinical Products Advisor	Category Lead Optimisation	Disestablished
NZ Health Partnership	1	Commissioning Services Manager	Head Of Commissioning	Disestablished
NZ Health Partnership	1	Head Of Strategic Partnership	Chief Executive Officer	Disestablished
NZ Health Partnership	1	Implementation Support Consultant	Procurement Business Manager	Disestablished
NZ Health Partnership	0.6	Procurement Analyst	Procurement Business Manager	Disestablished
NZ Health Partnership	1	Procurement Business Manager	General Manager Procurement	Disestablished
NZ Health Partnership	1	Procurement Services Coordinator	General Manager Procurement	Disestablished
Southern	0.8	Administrator	Clinical Product Coordinator	Disestablished
Southern	2	Procurement Analyst	Procurement Manager	Disestablished
Southern	1	Procurement Officer	Procurement Manager	Disestablished
Tairāwhiti	1	Administrator	Manager	Disestablished
Taranaki	1	Logistics & Supply Manager	Infrastructure& Facilities Mgr	Disestablished
Taranaki	3	Purchasing Officer	Supply Co-Ordinator	Disestablished
Waikato	1	Administrator	Director - Supply Chain	Disestablished
Waikato	1	Inventory And Clinical Supplies Manager	Director - Supply Chain	Disestablished
Waitaha Canterbury	1	Contracts Administrator	Supply Chain Manager	Disestablished
Waitaha Canterbury	3	Procurement Analyst	Procurement Manager	Disestablished
Waitemata	1	Commercial Procurement Manager	Head Of Commercial Services	Disestablished
Waitemata	1	Contract Coordinator	Head Of Commercial Services	Disestablished
Whanganui	1	Manager Supply Services	General Manager Corporate	Disestablished

Appendix 2: Positions proposed to be impacted

It is proposed the following positions that are currently related to the Procurement & Supply Chain function will be impacted e.g. change of reporting line, change to position title (responsibilities remain unchanged) or aligned to a proposed new position description that is substantially similar to the existing position. Although this reflects some change, it is not proposed these changes are significant and positions remain required and in the proposed future structure.

It should be noted that within this table there are a number of similar positions distributed across multiple teams and until such time as final decisions are made and individuals appointed to those positions the reporting line to a specific manager cannot yet be confirmed.

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Auckland	0.8	Clinical Liaison Manager	Procurement & Supply Chain Lead	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison to be decided by an EOI process
Auckland	1	Inventory & Implementation Manager	Procurement & Supply Chain Lead	Reporting line change and Job Title change-New position title: Implementation Lead New manager title: Auckland District Distribution Manager
Auckland	1	Procurement Specialist	Procurement & Supply Chain Lead	Reporting line change-New manager: to be determined by EOI process
Auckland	1	Service Manager - Clinical Engineering	General Manager	Reporting line change-New manager title: National Manager, Equipment Operations
Auckland	2	Stores Coordinator	Manager	Reporting line change and Job Title change-New position title: Distribution Coordinator New manager title: Team Leader Theatres
Auckland	1	Team Administrator - Blended	Manager	Reporting line change-New manager: Manager Customer Support
Auckland	1	Distribution manager Northern Area	GM Supply Chain	Job Title change – New title: Northern Area Supply Chain manager
Auckland	1	Clinical Product Coordinator Wards and General Ambulatory	Product Manager – Medical and Interventional	Reporting line change – new manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Auckland	1	Clinical Product Coordinator Wards and General Ambulatory	Product Manager - Wards	Reporting line change – new manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Auckland	1	National Distribution Optimisation Manager	GM Supply Chain	Job Title change – new title: National Supply Chain Optimisation Manager
Capital and Coast	1	Catalogue & Contracts Administrator	TI Purchasing & Systems Maintenance	Reporting line change and Job Title change-New title: Master Data Coordinator New manager: Team Leader, Master Data

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Capital and Coast	2	Clinical Product Coordinator	Procurement Manager 2Hb	Reporting line change-New manager title: Manager, National Product - Category OR Manager, National Clinical Product Liaison to be decided via EOI process
Capital and Coast	0	Head Of Clinical Engineering 2Dhb	Director Property & Facilities 2Dhb	Reporting line change-New manager title: National Manager Equipment Operations. Higher duties proposed.
Capital and Coast	1	ICT Procurement Specialist	Procurement Manager 2Hb	Reporting line change-New manager title: Manager, National Procurement ICT
Capital and Coast	1	Procurement & Contracts Specialist	Procurement Manager 2Hb	Reporting line change and Job Title change-New title: Senior Procurement Specialist or Contract Specialist to be determined by EOI process New manager: to be determined by EOI process
Capital and Coast	1	Procurement Specialist	Procurement Manager 2Hb	Reporting line change and Job Title change-New position title: Procurement Specialist New manager title: To be determined by EOI process
Capital and Coast	1	Team Leader Imprest & Inwards Goods	Gm Procurement & Supply Chain 2Dhb	Reporting line change-Capital & Coast, Hutt Valley & Wairarapa District Distribution Manager
Capital and Coast	1	Theatre Support Assistant	Clinical Nurse Manager	Reporting line change-New manager title: Capital & Coast Warehousing Team Leader
Capital and Coast	1	TI Purchasing & Systems Maintenance	Gm Procurement & Supply Chain 2Dhb	Reporting line change and Job Title change-New position title: Central Area Purchasing Manager New manager title: Central Area Supply Chain Manager
Counties Manukau	1	Implementation Officer		Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Wards Team Leader
Counties Manukau	1	Manager - Clinical Engineering	Director Strategy & Infrastructure	Reporting line change-New manager title: National Manager Equipment Operations
Hauora a Toi Bay of Plenty	1	Clinical Engineering Manager	Manager	Reporting line change-New manager title: Biomedical Engineering Manager (Waikato). Higher duties proposed.
Hauora a Toi Bay of Plenty	1	Purchasing Business Support Specialist	Supply Chain Manager	Job Title change-New position title: Purchasing Officer

Appendix 2: Positions proposed to be impacted (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Hauora a Toi Bay of Plenty	2	Purchasing Specialist	Supply Chain Manager	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Central Area Purchasing Manager
Hauora a Toi Bay of Plenty	1	Senior Procurement Specialist	Finance Manager	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Hauora a Toi Bay of Plenty	1	Supply Chain Manager	Finance Manager	Reporting line change and Job Title change-New position title: Distribution Team Leader BOP New manager title: Bay of Plenty, Lakes & Tairāwhiti District Distribution Manager
Hawke's Bay	1	Clinical Engineering Manager	Maintenance & Engineering Manager	Reporting line change-New manager title: Head of Clinical Engineering (Capital Coast and Hutt Valley)
Hawke's Bay	1	Clinical Product Coordinator	Procurement And Logistics Manager	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Hawke's Bay	1	Procurement Specialist	Procurement And Logistics Manager	Reporting line change-New manager: to be determined by EOI process
Hawke's Bay	1	Procurement Specialist	Procurement And Logistics Manager	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Hawke's Bay	1	Purchasing Clerk	Procurement And Logistics Manager	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Central Area Purchasing Manager
Hawke's Bay	1	Purchasing Officer	Procurement And Logistics Manager	Reporting line change-New manager title: Central Area Purchasing Manager
Hawke's Bay	8.6	Storeperson	Procurement And Logistics Manager	Reporting line change- Hawkes Bay Distribution Team Leader
Hawke's Bay	1	Warehouse Supervisor	Procurement And Logistics Manager	Reporting line change and Job Title change-New position title: Distribution Team Leader Hawkes Bay New manager title: Hawkes Bay, Mid Central & Whanganui District Distribution Manager
HealthSource	1	Business Insights Analyst	Fpim Reporting Lead	Reporting line change and Job Title change-New title: Data Analyst New manager title: National Manager, Data & Insights
HealthSource	2	Business Insights Analyst	Fpim Reporting Lead	Reporting line change and Job Title change-New title: Data Analyst New manager: National Manager Data & Insights

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthSource	1	Business Intelligence Analyst	Fpim Reporting Lead	Reporting line change and Job Title change-New title: Data Analyst New manager title: National Manager, Data & Insights
HealthSource	1	Business Intelligence Specialist	Fpim Reporting Lead	Reporting line change and Job Title change-New title: Data Analyst New manager: National Manager Data & Insights
HealthSource	2	Business Support Analyst	Fpim Business Support Lead	Reporting line change-New manager: Manager Customer Support
HealthSource	1	Business Support Analyst	Transformation Office Manager	Reporting line change-New manager title: Manager, Customer Support
HealthSource	1	Change Manager	Senior Project Manager	Reporting line change-New manager: National Manager PMO
HealthSource	2	Clinical Product Co-Ordinator	Product Manager-Medical & Interventional	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
HealthSource	3	Clinical Product Co-Ordinator	Product Manager-Surgical & Labs	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
HealthSource	3.8	Clinical Product Co-Ordinator	Product Manager-Wards & Gen. Ambulatory	Reporting line change-New manager title: : Manager, National Product - Category or Manager, National Clinical Product Liaison
HealthSource	1	Clinical Product Co-Ordinator	Product Manager-Wards & Gen. Ambulatory	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
HealthSource	1	Clinical Product Coord-Surgical Services	Product Manager-Surgical & Labs	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
HealthSource	0.9	Clinical Support Coordinator	Product Manager-Surgical & Labs	Reporting line change and Job Title change-New position title: CPC Support New manager title: Manager, National Clinical Product Innovation & Strategy
HealthSource	1	Commercial Specialists	Product Manager-Medical & Interventional	Reporting line change and Job Title change-New position title: Product Specialist New manager title: Manager, National Product - Category
HealthSource	1	Contracts Specialists	Procurement Operations Manager	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Distribution Team Leader	Service Delivery Manager	Reporting line change-New manager title: Waitemata & Northland District Distribution Manager

Appendix 2: Positions proposed to be impacted (continued)

District	FT E	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthSource	1	Distribution Team Leader	Service Delivery Manager	Reporting line change-New manager title: Waitemata & Northland District Distribution Manager
HealthSource	1	Fpim Business Support Lead	Transformation Office Manager	Reporting line change and Job Title change-New position title: Manager, Customer Support New manager title: National Manager Business Support
HealthSource	1	Fpim Reporting Lead		Reporting line change and Job Title change-Substantive role and title to remain the same: Principal Design Engineer New manager title: National Manager Data & Insights
HealthSource	1	Inventory Data Administrator	Distribution Team Leader	Reporting line change and Job Title change-New position title: Master Data Coordinator New manager title: Team Leader, Master Data
HealthSource	1	Inventory Data Administrator	Service Delivery Manager	Reporting line change and Job Title change-New title: Master Data Coordinator New manager: Team Leader, Master Data
HealthSource	1	Inventory Data Administrator	Service Delivery Manager	Reporting line change and Job Title change-New position title: Master Data Coordinator New manager title: Team Leader, Master Data
HealthSource	1	Inventory Data Administrator	Service Delivery Manager	Reporting line change and Job Title change-New title: Master Data Coordinator New manager title: Team Leader, Master Data
HealthSource	1	Inventory Planning Analyst	Service Delivery Manager	Reporting line change and Job Title change-New position title: Demand / Supply Analyst New manager title: Demand & Supply Planning Manager
HealthSource	1	Inventory Team Leader	Service Delivery Manager	Reporting line change-New manager title: Waitemata & Northland District Distribution Manager
HealthSource	1	Manager Catalogue & Master Data		Reporting line change and Job Title change-New title: Manager, Master Data New manager title: National Manager Business Support
HealthSource	3	Master Data Analyst	Master Data Team Leader	Reporting line change and Job Title change-New title: Master Data Coordinator New manager: Team Leader, Master Data
HealthSource	1	Master Data Coordinator	Master Data Team Leader	Reporting line change-Manager title: Team Leader, Master Data
HealthSource	2	Master Data Coordinator	Master Data Team Leader	Reporting line change-New manager title: Team Leader, Master Data
HealthSource	2	Master Data Coordinator	Master Data Team Leader	Reporting line change-New manager: Team Leader, Master Data
HealthSource	1	Master Data Team Leader	Manager Catalogue & Master Data	Reporting line change-New manager title: Manager, Master Data

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthSource	1	Operational Supplier Manager	Procurement Operations Manager	Reporting line change and Job Title change-New position title: Contract Manager New manager title: : To be decided by EOI process
HealthSource	1	Operations Specialist	Fpim Reporting Lead	Reporting line change and Job Title change-New position title: Inventory Policy and Optimisation SME New manager title: Distribution & Inventory Optimisation Manager
HealthSource	1	Procurement Officer	Commercial Manager Ict	Reporting line change-New manager title: Manager, Procurement Category
HealthSource	1	Procurement Officer	Product Manager-Surgical & Labs	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Procurement Quality Assurance Specialist	Procurement Operations Manager	Reporting line change and Job Title change-New title: Procurement Internal Quality Assurance New manager: to be determined by EOI process
HealthSource	1	Procurement Specialist	Commercial Manager Ict	Reporting line change-New manager title: Manager, Procurement Category
HealthSource	1	Procurement Specialist	Commercial Manager-Clinical And Capital	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Procurement Specialist	Commercial Manager-Clinical And Capital	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Procurement Specialist	Commercial Mngr-Non Clinical & Major Ser	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Procurement Specialist	Commercial Mngr-Non Clinical & Major Ser	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Product Change Specialist	Product Manager-Medical & Interventional	Reporting line change and Job Title change-New position title: Inventory Product Implementation New manager title: Inventory Product Implementation Lead
HealthSource	1	Product Change Specialist	Product Manager-Surgical & Labs	Reporting line change and Job Title change-New position title: Inventory Product Implementation New manager title: Inventory Product Implementation Lead
HealthSource	1	Product Data Analyst	Product Manager-Surgical & Labs	Reporting line change and Job Title change-New position title: Product Specialist New manager title: Manager, National Product - Category
HealthSource	1	Product Data Analyst	Product Manager-Wards & Gen. Ambulatory	Reporting line change and Job Title change-New position title: Product Specialist New manager title: Manager, National Product - Category

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthSource	1	Product Manager-Medical & Interventional	General Manager - Product Management	Reporting line change and Job Title change-New position title: National Product Manager - Medical & Interventional New manager title: General Manager, Clinical Product Management
HealthSource	0.9	Product Manager-Surgical & Labs	General Manager - Product Management	Reporting line change and Job Title change-New position title: National Product Manager - Surgical & Labs New manager title: General Manager, Clinical Product Management
HealthSource	1	Product Manager-Wards & Gen. Ambulatory	General Manager - Product Management	Reporting line change and Job Title change-New position title: National Product Manager - Wards & General Ambulatory New manager title: General Manager, Clinical Product Management
HealthSource	1	Product Specialist	Product Manager-Medical & Interventional	Reporting line change and Job Title change-New position title: Senior Procurement Specialist New manager title: : To be decided by EOI process
HealthSource	1	Product Specialist	Product Manager-Surgical & Labs	Reporting line change and Job Title change-New position title: Category Manager/Senior Procurement Specialist New manager title: : To be decided by EOI process
HealthSource	1	Product Specialist	Product Manager-Wards & Gen. Ambulatory	Reporting line change and Job Title change-New position title: Procurement Specialist New manager title: : To be decided by EOI process
HealthSource	1	Project Coordinator	Senior Project Manager	Reporting line change-New manager: National Manager PMO
HealthSource	1	Project Manager	Transformation Office Manager	Reporting line change-New manager: National Manager PMO
HealthSource	1	Purchasing Team Leader	Service Operations Manager	Reporting line change-New title: Northern Area Purchasing Manager New manager title: Northern Area Supply Chain Manager
HealthSource	1	Sc Oracle Support & Training Specialist	Fpim Business Support Lead	Reporting line change-New manager: Manager Customer Support
HealthSource	3	Senior Procurement Specialist	Commercial Manager Ict	Reporting line change-New manager title: Manager, National Procurement ICT
HealthSource	1	Senior Procurement Specialist	Commercial Manager Ict	Reporting line change-New manager title: Manager, National Procurement ICT
HealthSource	2	Senior Procurement Specialist	Commercial Manager-Clinical And Capital	Reporting line change-New manager: to be determined by EOI process
HealthSource	1	Senior Procurement Specialist	Commercial Manager-Clinical And Capital	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
HealthSource	1	Senior Procurement Specialist	Commercial Manager-Clinical And Capital	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
HealthSource	4	Senior Procurement Specialist	Commercial Mngr-Non Clinical & Major Ser	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
HealthSource	1	Service Delivery Manager	General Manager, Operations	Reporting line change and Job Title change-New position title: Distribution Manager Counties New manager title: Northern Area Supply Chain Manager
HealthSource	1	Service Delivery Manager	General Manager, Operations	Reporting line change and Job Title change-New position title: Distribution Manager Auckland New manager title: Northern Area Supply Chain Manager
HealthSource	1	Solution Specialist	Fpim Business Support Lead	Reporting line change-New manager: Manager Customer Support
HealthSource	2	Solution Specialist	Fpim Business Support Lead	Reporting line change-New manager: Manager Customer Support
HealthSource	1	Supervisor Inwards Goods And Wards Adhb	Service Delivery Manager	Reporting line change and Job Title change-New position title: Distribution Team Leader New manager title: Auckland District Distribution Manager
HealthSource	1	Supervisor Theatre	Service Delivery Manager	Reporting line change-New manager title: Waitemata & Northland District Distribution Manager
HealthSource	2	Supply Chain Sme	Transformation Office Manager	Reporting line change and Job Title change-New title: Improvement Specialist New manager: Manager Improvement
HealthSource	1	Supply Chain Subject Matter Expert	Transformation Office Manager	Reporting line change and Job Title change-New position title: Improvement Specialist New manager title: Manager, Improvement
HealthSource	1	Supply Chain Subject Matter Expert	Transformation Office Manager	Reporting line change and Job Title change-New title: Improvement Specialist New manager: Manager Improvement
HealthSource	1	Support Analyst	Transformation Office Manager	Reporting line change and Job Title change-New title: Business Support Analyst New manager: Manager Customer Support
Hutt Valley	2	Procurement Specialist		Reporting line change-New manager: to be determined by EOI process

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Hutt Valley	1	Senior Procurement Officer	Cnm Theatre	Reporting line change and Job Title change-New title: Theatre Support Assistant New Manager title: Capital & Coast Warehousing Team Leader
Hutt Valley	1	Team Leader		Reporting line change-New manager title: Capital & Coast, Hutt Valley & Wairarapa District Distribution Manager
Lakes	0	Procurement Manager		Reporting line change and Job Title change-New manager: to be decided by EOI process
Lakes	1	Purchasing Officer	Service Manager – Facilities	Reporting line change-New manager title: Central Area Purchasing Manager
Lakes	1	Stores Supervisor	Service Manager – Facilities	Reporting line change-Reporting line change to Regional Head of Infrastructure Central Region New position title: Team leader Distribution Lakes New manager title: Bay of Plenty, Lakes & Tairāwhiti District Distribution Manager
Lakes	0.9	Theatre Inventory Stores Coordinator	Tss Co-Ordinator	Reporting line change-New manager title: Lakes Distribution Team Leader
Midcentral	1	Contracts & Facilities Procurement Advisor	General Manager Corporate Services	Reporting line change and Job Title change-New title: Procurement Specialist New manager: to be determined by EOI process
Midcentral	1	Distribution Manager	Director Facilities & Estate Management	Reporting line change and Job Title change-New position title: Distribution Team Leader MidCentral New manager title: Hawkes Bay, Mid Central & Whanganui District Distribution Manager
Midcentral	1	Purchasing Officer	Distribution Manager	Reporting line change-Manager title: Central Area Purchasing Manager
Midcentral	2	Purchasing Officer	Distribution Manager	Reporting line change-Manager title: Central Area Purchasing Manager
Midcentral	1	Purchasing Officer	Distribution Manager	Reporting line change-New manager title: Central Area Purchasing Manager
Midcentral	1	Supply Chain Administrator	Distribution Manager	Reporting line change-New manager title: Central Area Purchasing Manager
Nelson Marlborough	1	Bio Medical Team Leader	Facilities Manager	Reporting line change-New manager title: Clinical Engineering Manager (Canterbury & West Coast)
Nelson Marlborough	1	Manager - Service Supply	Gm - Finance Performance & Facilities	Reporting line change-
Nelson Marlborough	1	Procurement Specialist	Manager - Procurement And Supply Chain	Reporting line change-New manager: to be determined by EOI process

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Nelson Marlborough	1	Procurement Specialist	Manager - Procurement And Supply Chain	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Nelson Marlborough	1	Purchasing Officer	Manager - Procurement And Supply Chain	Reporting line change-New manager title: Southern Area Purchasing Manager
Nelson Marlborough	1	Purchasing Stores Supervisor - Wairau	Manager - Procurement And Supply Chain	Reporting line change and Job Title change-New position title: Team Leader Distribution Wairau New manager title: Southern Area Supply Chain Manager
Nelson Marlborough	1	Regional Stores Supervisor	Manager - Procurement And Supply Chain	Reporting line change and Job Title change-New position title: Team Leader Distribution Nelson New manager title: Southern Area Supply Chain Manager
Nelson Marlborough	1	Supply Chain Coordinator Wairau Theatres	Purchasing Stores Supervisor - Wairau	Reporting line change-New manager title: Southern Area Supply Chain Manager
Northland	1	Clinical Engineering Manager	District Facilities Manager	Reporting line change-New manager title: National Manager, Equipment Operations
Northland	1	Implementation Specialist - Procurement & Supply Chain	Director Infrastructure & Commercial Services	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Northland	1	Store Person	Clinical Nurse Manager	Reporting line change-New manager title: Distribution Team Leader Northland
NZ Health Partnership	1	Category Lead Optimisation	General Manager Procurement	Reporting line change and Job Title change-New position title: Senior Category Manager New manager title: To be decided by EOI process
NZ Health Partnership	2	Category Manager	Procurement Manager Indirect Prod. & Ser	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
NZ Health Partnership	1	Category Manager	Procurement Manager Medical & Equipment	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
NZ Health Partnership	1	Category Manager Commissioning	Head Of Commissioning	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
NZ Health Partnership	2	Category Manager Medical And Equipment	Procurement Manager Medical & Equipment	Reporting line change and Job Title change-New title: Category Manager or Senior Procurement Specialist to be determined by EOI process. New manager: to be determined by EOI process

Appendix 2: Positions proposed to be impacted – (continued)

District	FT E	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
NZ Health Partnership	1	Category Manager Optimisation	Category Lead Optimisation	Reporting line change and Job Title change-New title: Procurement Specialist New manager: to be determined by EOI process
NZ Health Partnership	1	Commissioning Manager	Commissioning Services Manager	Job Title change and Reporting line change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
NZ Health Partnership	1	Contract Manager Medical & Equipment	Procurement Manager Medical & Equipment	Reporting line change and Job Title change-New title: Contract Manager New manager: to be determined by EOI process
NZ Health Partnership	1	Contracts Manager	Procurement Manager Indirect Prod. & Ser	Reporting line change-New manager: to be determined by EOI process
NZ Health Partnership	1	Contracts Manager Commissioning	Head Of Commissioning	Reporting line change and Job Title change-New title: Senior Procurement Specialist/Contract Manager New manager: to be determined by EOI process
NZ Health Partnership	1	Procurement Analyst	Procurement Business Manager	Reporting line change and Job Title change-New position title: Data Analyst New manager title: National Manager Data & Insights
NZ Health Partnership	1	Procurement Manager Medical & Equipment	General Manager Procurement	Reporting line change and Job Title change-New position title: Senior Category Manager New manager title: To be decided by EOI process
NZ Health Partnership	1	Procurement Specialist	Procurement Manager Indirect Prod. & Ser	Reporting line change-New manager: to be determined by EOI process
South Canterbury	1	Supply Supervisor	Support Services Manager	Reporting line change and Job Title change-New position title: Team Leader Distribution South Canterbury New manager title: Southern & South Canterbury District Distribution Manager
South Canterbury	1	Support Services Manager	Interim District Lead - South Canterbury	Reporting line change and Job Title change-New title: Contract Manager New manager: to be determined by EOI process
South Canterbury	0.6	Theatre Impresting	Perioperative Leader	Reporting line change-New manager title: South Canterbury Team Leader
Southern	1	Clinical Engineer - Supervisor	Service Manager	Reporting line change-New manager title: Clinical Engineering Manager (Canterbury & West Coast)
Southern	0.8	Clinical Product Coordinator	Clinical Product Coordinator	Reporting line change-New manager title: Manager, National Product - Category OR Manager, National Clinical Product Liaison to be decided via EOI process
Southern	1	Clinical Product Coordinator	Procurement Manager	Reporting line change-New manager title: Manager, National Product - Category OR Manager, National Clinical Product Liaison to be decided via EOI process
Southern	1	Dimp Registrar	Service Manager	Reporting line change-New manager title: National Manager Equipment Modernisation & Assessment

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Southern	0.6	Master Data Administrator	Clinical Product Coordinator	Reporting line change and Job Title change-New title: Master Data Coordinator New manager: Team Leader Master Data
Southern	0.6	Principal Physicist	Service Manager	Reporting line change-New manager title: National Manager Equipment Modernisation & Assessment
Southern	1	Senior Procurement Specialist	Procurement Manager	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Southern	2	Supply Team Leader	Procurement Manager	Reporting line change-New manager title: Southern & South Canterbury District Distribution Manager
Southern	1	Team Leader, Clinical Engineering	Service Manager	Reporting line change-New manager title: Clinical Engineering Manager (Canterbury & West Coast)
Southern	1	Distribution Manager Central Area	GM Supply Chain	Job title change – new title: Supply Chain manager Central Area
Tairāwhiti	2	Electronic Technician	Manager	Reporting line change-New manager title: Clinical Engineering Manager (Bay of Plenty)
Tairāwhiti	1	Logistics Assistant	Manager	Job Title change-New title: Fleet & Accommodation Manager
Tairāwhiti	1	Materials Manager	Manager	Reporting line change and Job Title change-New title: Team Leader Distribution Tairāwhiti New manager: Bay of Plenty, Lakes & Tairāwhiti District Distribution Manager
Tairāwhiti	1	Purchasing Officer	Manager	Reporting line change-New manager title: Central Area Purchasing Manager
Taranaki	1	Clinical Procurement Co-Ord	Infrastructure & Facilities Mgr	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category OR Manager, National Clinical Product Liaison to be decided via EOI process
Taranaki	1	Inventory Controller	Supply Co-Ordinator	Reporting line change-New manager title: Logistics Manager Theatre Waikato and Taranaki
Taranaki	1	Inventory Controller	Supply Co-Ordinator	Reporting line change-New manager: Logistics Manager Theatre Waikato and Taranaki
Taranaki	1	Master Data Administrator	Supply Co-Ordinator	Reporting line change and Job Title change-New position title: Master Data Coordinator New manager title: Team Leader, Master Data

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Taranaki	0.75	Procurement Lead	Infrastructure & Facilities Mgr	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Taranaki	1	Senior Purchasing Officer	Supply Co-Ordinator	Reporting line change and Job Title change-New title: Purchasing Officer New manager title: Northern Area Purchasing Manager
Taranaki	1	Supply Co-Ordinator	Logistics & Supply Manager	Reporting line change-New manager title: Wards, Store & Community Manager Waikato & Taranaki
Te Tai o Poutini West Coast	1	Team Leader		Job Title change-New title: Supply Coordinator
Te Whatu Ora	1	Principal Advisor	Manager Covid-19 Testing Operations	Reporting line change and Job Title change-New title: CPC - Critical Medical Supplies New manager: Manager, National Clinical Product Innovation & Strategy
Waikato	1	Biomedical Engineering Manager	Operations Director	Reporting line change-New manager title: National Manager, Equipment Operations. Higher duties proposed.
Waikato	2	Catalogue Specialist	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New title: Master Data Coordinator New manager: Team Leader Master Data
Waikato	1	Clin Product Supply Specialist	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waikato	1	Clinical Product Advisor	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category OR Manager, National Clinical Product Liaison to be decided via EOI process
Waikato	1	Clinical Product Coordinator	Director - Supply Chain	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waikato	1	Clinical Product Coordinator	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waikato	1	Improvement Specialist/Analyst	Improvement Lead	Reporting line change-New manager title: Manager improvement
Waikato	1	Inventory Accountant	Director Finance & Advisory	Reporting line change and Job Title change-New position title: Inventory Policy and Optimisation SME New manager title: Distribution & Inventory Optimisation Manager

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waikato	1	Inventory Analyst	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Product Specialist New manager title: Manager, National Product - Category
Waikato	2	Inventory Analyst	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Product Specialist New manager title: Manager, National Product - Category
Waikato	1	Logistics Manager - Theatre And Critical Care Services	Director - Supply Chain	Reporting line change and Job Title change-New position title: Team Leader Logistics Manager Theatre New manager title: Waikato & Taranaki District Distribution Manager
Waikato	1	Logistics Manager - Ward, Clinic And Other Services	Director - Supply Chain	Reporting line change and Job Title change-New position title: Wards, Store & Community Manager Waikato & Taranaki New manager title: Northern Area Supply Chain Manager
Waikato	1	Mng-Oracle Fin & Procurement	Director - Supply Chain	Reporting line change and Job Title change-New position title: Solutions Specialist New manager title: Manager, Customer Support
Waikato	1	Oracle Analyst	Mng-Oracle Fin & Procurement	Reporting line change-New manager: Manager Customer Support
Waikato	1	Oracle Training Coordinator	Mng-Oracle Fin & Procurement	Reporting line change and Job Title change-New title: Support Coordinator New manager: Manager Customer Support
Waikato	0.8	Procurement Specialist	Director - Procurement	Reporting line change-New manager: to be determined by EOI process
Waikato	1	Purchasing Administrator	Inventory Analyst	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Northern Area Purchasing Manager
Waikato	3	Purchasing Administrator	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Northern Area Purchasing Manager
Waikato	1	Senior Inventory Analyst	Inventory And Clinical Supplies Manager	Reporting line change and Job Title change-New position title: Inventory Product Implementation Analyst New manager title: Inventory Product Implementation Lead
Waikato	1	Senior Procurement Specialist	Director - Procurement	Reporting line change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waikato	1	Senior Procurement Specialist	Director - Procurement	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Waikato	1	Senior Procurement Specialist	Director - Procurement	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: To be decided by EOI process
Waikato	1	Senior Procurement Specialists	Director - Procurement	Reporting line change and Job Title change-New title: Category Manager/Senior Procurement Specialist New manager: to be determined by EOI process
Wairarapa	1	Supply Chain - Stores Officer	Team Leader - Supply Chain	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Central Area Purchasing Manager
Waitaha Canterbury	1	Clerical Officer - Instrument Coordinator	Nurse Manager	Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Team Lead Distribution Canterbury & West Coast
Waitaha Canterbury	1	Clinical Manager - Med/Physics/Bioengineering	Operations Manager	Reporting line change-New manager title: National Manager Equipment Modernisation & Assessment
Waitaha Canterbury	1	Clinical Product Co-Ordinator	Procurement Manager	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waitaha Canterbury	1	Clinical Product Co-Ordinator	Procurement Manager	Reporting line change-New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waitaha Canterbury	1	Customer Services Officer	Warehouse Manager	Reporting line change-New manager: reporting into Warehouse Team Leader Canterbury
Waitaha Canterbury	1	Operations Manager	Manager	Reporting line change-New manager title: National Manager Equipment Operations. Higher duties proposed.
Waitaha Canterbury	4	Procurement Specialist	Procurement Manager	Reporting line change-New manager: to be determined by EOI process
Waitaha Canterbury	1	Procurement Specialist (Senior)	Procurement Manager	Reporting line change and Job Title change-New position title: Category Manager/Senior Procurement Specialist New manager title: Manager, National Procurement ICT
Waitaha Canterbury	1	Purchasing Manager	Supply Chain Manager	Reporting line change and Job Title change-New position title: Southern Area Purchasing Manager New manager title: Southern Area Supply Chain Manager
Waitaha Canterbury	1	Purchasing Officer	Business Manager	Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Team Lead Distribution Canterbury & West Coast

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waitaha Canterbury	2	Purchasing Officer	Charge Nurse Manager	Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Team Lead Distribution Canterbury & West Coast
Waitaha Canterbury	0.8	Purchasing Officer	Manager	Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Team Lead Distribution Canterbury & West Coast
Waitaha Canterbury	1	Purchasing Officer	Nurse Manager	Reporting line change and Job Title change-New position title: Inventory Coordinator New manager title: Team Lead Distribution Canterbury & West Coast
Waitaha Canterbury	1	Purchasing Officer	Purchasing Manager	Reporting line change and Job Title change-New position title: Demand / Supply Planner New manager title: Demand & Supply Planning Manager
Waitaha Canterbury	3	Storeperson	Warehouse Manager	Reporting line change- Warehouse Team Leader Canterbury
Waitaha Canterbury	8	Storeperson	Warehouse Manager	Reporting line change- Warehouse Team Leader Canterbury
Waitaha Canterbury	1	Storeperson (Senior)	Warehouse Manager	Reporting line change- Warehouse Team Leader Canterbury
Waitaha Canterbury	1	Supply Chain Manager	Financial Controller	Reporting line change- Bay of Plenty, Lakes & Tairāwhiti District Distribution Manager
Waitaha Canterbury	1	Supply Supervisor	Warehouse Manager	Reporting line change-New manager title: Team Lead Warehouse
Waitaha Canterbury	1	Distribution Manager Southern Area	GM Supply Chain	Job Title Change – New title: Supply Chain Manager Southern Area
Waitaha Canterbury	1	Clinical Product Coordinator	Procurement Manager	Reporting line change –New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Waitemata	1	Clerical Worker Clinical	Charge Nurse Manager	Reporting line change-New manager title: Wards & Community Team Lead Waitamata
Waitemata	1	Clinical Supplies Coordinator	Clinical Nurse Director	Reporting line change-New manager title: Wards & Community Team Lead Waitamata
Waitemata	1	Clinical Supplies Coordinator	Midwife Manager	Reporting line change-New manager title: Wards & Community Team Lead Waitamata
Waitemata	1	Clinical Supplies Coordinator - Cwf		Reporting line change-New manager title: Wards & Community Team Lead Waitamata

Appendix 2: Positions proposed to be impacted – (continued)

District	FTE	Position Title	Currently Reports to	Proposed impact (Change of reporting line; change of title, redeployment to new position)
Waitemata	1	Information Analyst	Head Of Commercial Services	Reporting line change and Job Title change-New position title: Implementation Specialist New manager title: Waitemata & Northland District Distribution Manager
Waitemata	1	Project Analyst	Head Of Commercial Services	Reporting line change and Job Title change-New position title: Team Leader Wards and Community New manager title: Waitemata & Northland District Distribution Manager
Waitemata	1	Project Manager	Head Of Commercial Services	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Whanganui	1	Assistant Team Leader/Purchasing Officer	Manager Supply Services	Reporting line change and Job Title change-New position title: Distribution Team Leader Whanganui New manager title: Hawkes Bay, Mid Central & Whanganui District Distribution Manager
Whanganui	1	Customer Supply/Purchasing Officer	Manager Supply Services	Reporting line change and Job Title change-New position title: Purchasing Officer New manager title: Central Area Purchasing Manager
Whanganui	1	Procurement Coord	Procurement Lead	Reporting line change and Job Title change-New position title: Clinical Product Coordinator New manager title: Manager, National Product - Category or Manager, National Clinical Product Liaison
Whanganui	0.5	Procurement Lead	Chief Operating Officer	Reporting line change and Job Title change-New title: Senior Procurement Specialist New manager: to be determined by EOI process
Whanganui	1	Purchasing Officer	Manager Supply Services	Reporting line change-New manager title: Central Area Purchasing Manager
Whanganui	6	Customer Supply Officer	Manager Supply Services	Reporting line change – New manager title: Whanganui Team Leader

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 noted 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
Auckland	Clinical Logistics Lead	Hospital and Specialist Services
Auckland	Commercial Contracts Lead	Hospital and Specialist Services
Taranaki	Driver	Hospital and Specialist Services
Taranaki	Driver	Hospital and Specialist Services
Taranaki	Transport Co-Ordinator	Hospital and Specialist Services
Taranaki	Accommodation Manager x 2	Hospital and Specialist Services

#	Question	Answer
1	What is the proposed timeline for the changes?	<p>P&SC - Depending on the feedback received during the consultation, the intent is to advertise and appoint to confirmed roles beginning in June 2023.</p> <p>EM – A second consultation would be required for Equipment Management to establish the entire EM function’s structure below level 5 and to align existing teams to the new structure. This is expected to take place before the end of this calendar year.</p>
2	How would the proposed transition to the procurement category model occur?	It is proposed the team work progressively to develop the skills and processes required for successful Category Management. Putting together the teams, establishing a governance framework, and developing category strategies would be among the first steps once implementation commences.
3	How do you propose to deliver a cohesive product with the other procurement team? How do you plan to support each other?	It is envisaged that other teams would utilise the same tools and processes. We are governed from the centre by national procurement rules. Where work requires specific ICT support the framework would detail specific roles and responsibilities. It is considered that this would allow our teams to align across the directorate to deliver a consistent service.
4	The consultation document outlines ICT Commercial working closely with D&D teams to support key projects. What is the proposed framework for this?	It is proposed that under the planned or agreed category plan, the ICT procurement commercial team would work alongside the D&D team. It is envisaged that our category model would align with the D&D proposed framework, working in partnership and being aligned to value-streams/categories within D&D.
5	Why is it proposed that purchasing managers would be embedded in the Supply Chain Area teams?	It is considered that the advantage of Area Purchasing Managers reporting to Supply Chain Area Managers would be beneficial in a transition phase where the team work towards common process. It is proposed that the overall process consistency would still be provided by the Purchasing Process & Governance Lead reporting into the GM Supply Chain. Each area would then be responsible for implementing this process consistently and driving the identified improvement projects together with the Business Support & PMO team.
6	Why is the product implementation team proposed to be located in supply Chain?	<p>We propose that all product implementation specialists have a dotted line to a product category manager. On a day to day basis they would work very closely with these teams. It is proposed they report up into the product implementation lead. There are many SC aspects that are either important outcomes or are important to make this role successful:</p> <ul style="list-style-type: none"> • We currently see that these teams mainly exist where 3/4PLs are in place. The proposed increase in team size is not significant. To make the workload realistic an integration into inventory/planning/distribution would be crucial. • As planning gets setup the tracking of substitutions in relation to demand and supply would become more important. • This team would work closely with planning to improve the in/outs of stock and avoid expiry

#	Question	Answer
7	How would we operate in the beginning with these new reporting lines as no new processes/technology exists?	It is anticipated that on day one no processes would change. There is no expectation in most areas that anything would change until teams have had the time to work through process alignment. In some areas this could go relatively fast. In other areas that may have prerequisites like FPIM or other technology alignment planned the transition could take many months.
8	Why are there both category and generalist CPCs proposed in the new model when Procurement is purely category based?	<p>It is proposed both the category and generalist CPC teams work together to facilitate CPM (excluding reusable medical equipment). These teams would be responsible for coordinating all CPM activity with clinicians, engineering and clinical services and for connecting back into the broader P&SC functions.</p> <p>The national clinical product liaison team (generalist CPC team) would be spread geographically and focused on building and maintaining relationships, being the main point of contact at district level and assisting the other teams in effectively implementing strategies.</p>
9	What is the proposed approach to address customer queries?	Local Procurement and Supply Chain staff would remain the first points of contact. We plan to keep our people well informed so that they can address queries directly or help to find those who can. Beyond transition the intention is to have a primary helpdesk to triage queries through one point. The proposed Business Support team would setup and manage our customer and ERP support functions.
10	How would one person (clinical lead) represent all clinical needs?	Our National Clinical Lead has had significant involvement in developing our programme at a macro level. In some cases he is already leading components of the work, (e.g. development of a national Health Technology Assessment process); in others he is actively supporting others in their mahi (e.g. redefining our Critical Product Management processes). He is a member of the P&SC Senior Leadership Team which meets weekly. We would welcome, and will need, further clinical leadership as we build out, prioritise and execute the programme. This could happen at several levels, e.g. programme governance, programme planning and prioritisation, and programme delivery.
11	Why are my reporting lines changing due to the Equipment Management proposals?	It is considered that establishing the Equipment Management operating model would be the first step in transitioning to a lifecycle approach to Equipment Management. The intention would be to align teams as much as we can with the operating model and this would therefore require the proposed change in line management for some staff.

Appendix 4: Engagement Plan

Engagement Activity	Location	Venue	Date	Time	P & SC Attendees
P&SC Hui (All affected staff)	Online	MS Teams	Monday, 17 April	2 pm	Chris Morgan, all General Managers, Tanya Basel
In-person session	Christchurch	Christchurch Supply Board Room, 4 Rapide Way, Yaldhurst, Christchurch	Tuesday, 18 April	10 am	Chris Morgan, Renee Montgomery, Tanya Basel
In-person session	Dunedin	Dunedin Executive & Senior Leadership Room Dunedin Public Hospital, L1, Psych Building, Great King street	Wednesday, 19 April	10.30 am	Chris Morgan, Rod Treadwell, Tanya Basel
P&SC Hui - Equipment Management	Online	MS Teams	Tuesday, 18 April	1 pm	Chris Morgan Louis Havinga Richard Dove
#topicinein session • ICT Commercial Services • Procurement	Online	MS Teams	Thursday, 20 April	ICT 1 – 1.30 pm Procurement 2 – 2.30 pm	Paul Jordaan, Tanya Basel Rod Treadwell, Tanya Basel
In-person session	Wellington	GNB Lvl 6 - Conference Room Wellington Regional Hospital, Level 4 WSB (Ward Support Block), Ridderford St, Newtown Wellington, 6021	Friday, 21 April	1 pm	Chris Morgan, Ashton Kirk, Louise Reed
In-person session	Auckland	Waitemata - Q4 Waitemata Boardroom Boardroom, Level 2, Q4 Building, Smales Farm Te Toka Tumai – A+Trust Room, level 5, Support building, Auckland City Hospital 2 Park Road Grafton, Auckland NZHP - Kōtuku Boardroom, Level 1 NZHP offices, NZHP Offices, Floor 1, Building 7, Central Park, 660-670 Great South Road, Penrose, Auckland 1061 HealthSource - Room 1.7 HealthSource, Connect Business Park, 581 Great South Road, Penrose, Auckland, 1642	Monday, 24 April	9 am 11 am 1 pm 3 pm	Chris Morgan, Theo Brand, Louise Reed Chris Morgan, Theo Brand, Louise Reed Chris Morgan, Rod Treadwell, Louise Reed Chris Morgan, Paul Jordaan, Louise Reed

Appendix 4: Engagement Plan (continued)

Engagement Activity	Location	Venue	Date	Time	P&SC attendees
#topictunein session <ul style="list-style-type: none"> • Clinical Product Management • Supply Chain 	Online	MS Teams	Thursday, 27 April	10 am 2 pm	Renee Montgomery, Louise Reed Koen Hendrickx, Louise Reed.
In-person session	Hamilton	Committee Room, Hockin - Level 1, Waiora Hospital Campus Distribution centre, MCC – Level B1, Waiora Hospital Campus	Monday, 1 May	11 am 1.30 pm	Chris Morgan, Ingrid Ter Beek, Louise Reed
#topictunein session <ul style="list-style-type: none"> • Service Deliver & Business Intelligence • Strategy and Engagement 	Online	MS Teams	Thursday, 4 May	Service Delivery and Business Intelligence – 11 – 11.30 am Strategy and Engagement 2 – 2.30 pm	Ingrid ter Beek, Louise Reed Ashton Kirk, Louise Reed.