

Te Whatu Ora
Health New Zealand

Pacific Health Consultation Document

13 April 2023

CONTENTS

- SECTION 1:** Executive Summary & Foreword
 - SECTION 2:** Our Proposal
 - SECTION 3:** New Positions
 - SECTION 4:** Impact of Proposal – Existing Positions
 - SECTION 5:** Proposed Disestablishment, Recruitment & Selection Processes
 - SECTION 6:** Getting involved – using the ‘What Say You’ tool to provide feedback
 - SECTION 7:** Indicative Timeframe
 - SECTION 8:** Support & Well-being
-
- APPENDIX 1:** Proposed New Positions
 - APPENDIX 2:** Proposed Impacts to Existing Positions
 - APPENDIX 3:** Q&A
 - APPENDIX 4:** Engagement Plan



SECTION 1: Executive Summary & Foreword



Markerita Poutasi
National Director, Pacific Health

The purpose of this discussion document is to share the proposed operating model for the Pacific Health Business Unit, outline the consultation process and timeline, and seek your feedback.

The consultation process commenced on 13 April, we encourage you to read this document carefully and send us your feedback by clicking on this link (<https://tewhatauora.wsy.nz/>). The link will take you to our consultation hub where you can register to provide feedback on the Pacific Health Consultation Document. You can also read and provide comments on other feedback (all anonymised), as well as ask questions. Your feedback is invited on everything proposed in this paper.

Please consider:

- Not just 'what' but also 'how' we get to the next stage of where we're trying to go.
- What opportunities you see that we may have missed?
- What are the risks that you see that we need to consider?

The Pacific Health Business Unit is new within Te Whatu Ora and its establishment reflects the Health and Disability reform's commitment to improving Pacific Health equity. The Business Unit is an important structure to have in place to deliver the results our communities need, and to work in close partnership with our communities. The Pacific Health team is responsible for the implementation of the Interim Government Policy Statement, Te Pae Tata Interim New Zealand Health Plan and Ola Manuia Interim Pacific Health plan, for Pacific peoples.

Currently, there are a number of Te Whatu Ora staff working in Pacific Health roles in different parts of Aotearoa. Our staff are important and we are proposing to structure the team in a way that is better suited to delivering positive change for our communities while enabling our staff to do their job well, surrounded by the right support.

Overview

To respond to the reform and ensure equity in our health system, we need to address key Pacific health priorities while strengthening the foundations for Pacific health within Te Whatu Ora. Ola Manuia the Interim Pacific Health Plan sets out six key functional enablers to improve the system including: commissioning; data and insights; population health and intersectoral collaboration; community and lived experience voice; provider development and workforce development.

Pacific Health Core Functions

1. Equity Leadership	In partnership with Te Aka Whai Ora we lead through influence for equity focused talanoa and dialogue to underpin clinical leadership and technical advice to drive system-wide improvements in models of care and make real gains in health equity for Pacific peoples.
2. Commissioning and Partnerships	Pacific commissioning is anchored by Pacific values. We ensure Pacific communities can determine ownership of their wellbeing through effective partnerships to plan, design, fund and deliver solutions and infrastructure, needed to achieve equitable outcomes that fulfill the aspirations of the community. We work with key cross-agencies to define and commission holistic Pacific models of care.
3. Change Delivery	Identification of opportunities to respond to health inequalities are lead in partnerships with communities, providers of Pacific health and Pacific team. Pacific families are listened to in the health sector and transformation aligns with both clinical and community outcomes. Pacific worldviews, beliefs and knowledge systems central to Pacific health activities. We seek to formalise a pathway that evolves, engages and weaves community stories that systematically capture and area used to inform quality improvement, funding decisions and developing new models of care. The Pacific Senate is a clinical network that influences transformation and change including how a Pacific pipeline based on reducing the inequity in Pacific life expectancy can be implemented as system change.

SECTION 1: Executive Summary & Foreword

4. Provide insight and intelligence system implementation	Utilising our collective Te Whatu Ora strengths, intelligence and research to strengthen Pacific data collection and use Pacific data to drive evidence-based actions that improve Pacific family-focused health outcomes.
5. Engagement with communities and Pacific providers as partners and networks	In partnership with Pacific Communities, Pacific providers, Primary care and cross-sector agencies. We strengthen a sustainable Pacific peoples voice in building and designing an equitable Health system to address Pacific Health needs and priorities
6. Delivery of priority national programmes and enhanced hospital care	In partnerships with provider networks and cross-sector agencies, we influence the system to strengthen Pacific outcomes in transformation programmes. We deliver operational excellence in hospital settings to support families, while helping to support services to develop and improve for Pacific outcomes. Fostering local delivery of priorities.
7. Workforce	We lead and coordinate Pacific health workforce capacity and capability development, including surge planning, and workforce placement support. We will aid in the development of a workforce that is equitable and responsive to focus on improving Pacific health outcomes in New Zealand. Creating opportunities and training that enhance career pathways that accelerate their career aspirations.

With the changes we are proposing to the structure of the Pacific Health Business Unit, we have a unique opportunity to shape the future of Pacific health in Aotearoa.

I am excited about the opportunity to grow and develop our Pacific workforce and to deliver better health outcomes for our Pacific people, as a united team.

National Pacific Health Business Unit functions include:

- Pacific Commissioning
- Intelligence and Insights
- Operations and Hospital and Specialist Service Improvement
- Workforce Development
- Transformation/Change
- Office of the National Director
- Region teams

Throughout the document we use the following terminology:

- Localities – the non-overlapping geographic areas that form the basis for place-based planning and investment.
- Locality leadership groups – governance bodies made up of local community members who oversee the development and implementation of locality plans; each locality will have one locality leadership group.
- Local teams – staff who support commissioning activities across localities. They may work from anywhere in the motu and, depending on the size and number of localities, may support more than one locality.
- Regional teams – Te Whatu Ora and Te Aka Whai Ora staff who support local teams with subject matter or technical expertise that requires concentration of expertise once across the region.
- National teams – Te Whatu Ora and Te Aka Whai Ora staff who support regional and local teams, provide a point of contact for national service providers and other organisation and take the lead in overall systems design.

Thank you in advance for your feedback, and I hope to meet you soon at one of our in-person or online consultation discussions.

Markerita Poutasi, National Director Pacific Health

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:

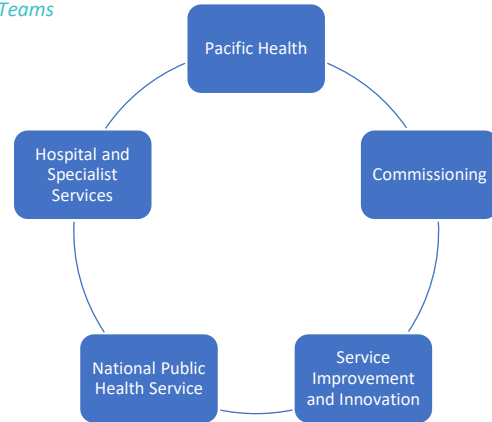
Enabling services: Reduced duplication through nationally co-ordinated and regionally integrated business support, streamline to reduce frontline time spent on non-clinical activity.

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 Pacific Health Business Unit was established as part of the health system reform and is responsible and accountable for improving health outcomes and opportunities for Pacific peoples in New Zealand.

Pacific Health Business Unit is one of the teams that sits within the broader Delivery Team of Te Whatu Ora as illustrated in Figure 1. The Delivery Teams support, and are supported by, a range of Clinical Leadership Teams and Enabling functions within the Te Whatu Ora Chief Executive's "team of teams". In addition, the Pacific Health team works in partnership with corresponding teams within the leadership structure of Te Aka Whai Ora.

Figure 1 – Delivery Teams



Pacific Health has a range of teams and functional accountabilities that are fundamental to achieving the vision of Pae Ora and Ola Manuia:

- Pacific Commissioning
- Transformation and Change
- Intelligence and Insights
- Operations and H&SS Improvement
- Regional Leads/Teams

The Pacific Health Business Unit’s vision for the transformation is a system that delivers healthy futures for all Pacific people, where families live longer, healthier lives and achieve equitable health outcomes. We allow the strength of Pacific aiga and community voice to sit at the heart of the system reform. ‘E fofu le alamea le alamea’ – a quote suggesting that the solutions lie within our own communities.

Our Pacific Operating Model

The proposed Pacific Health operating model brings together several functions previously carried out by Manatū Hauora Ministry of Health and teams located in each of the District Health Boards, all with different accountabilities, roles and functions. Combining the national and regional Pacific teams creates better opportunities for innovation and collaboration as we work together to build critical Pacific health foundations and accelerate gains in priority areas.

The proposed structure has been designed to enable the system shifts required by the Interim Government Policy Statement on Health 2022-2024, Ola Manuia Interim Pacific Health Plan July 2022-June 2024 and Pae Ora (Healthy Futures) Act 2022.

Our new operating model will:

- have a strong equity focus and work closely with Te Aka Whai Ora on system changes that benefit both Māori and Pacific health and wellbeing outcomes. You will see in the proposed structure diagrams where we link in with key roles within Te Aka Whai Ora;
- consolidate regional and clinical leadership to influence transformation across the system and deliver change for Pacific kainga, aiga, ngutuare tangata, famili, kāiga, magafaoa, vuvale and kaaiga (families);
- enable our Pacific families and communities to advocate for change;
- strengthen Pacific commissioning and partnership, workforce development, provider development, Pacific hospital care teams and ensuring localities work effectively for Pacific populations;
- ensure that funding flows directly to Pacific providers and communities, and delivery is responsive;
- optimise our efficiency by bringing together similar functions, reducing unnecessary duplication and integrating where it makes sense to do so; and
- enable our people at a regional and local level to deliver high quality health services wherever they work within the service, or the community.

We have developed close working relationships with other delivery teams such as the Commissioning teams, National Public Health Service, Service Improvement and Innovation, Clinical Structures, and Hospital and Specialist Services to deliver system wide improvements in models of care and make real gains in health equity for Pacific communities. We will work in a structured way, ensuring nationally planned and coordinated consistency, enabling regional implementation and integration, and supporting locally tailored delivery of care. We are supported by Te Whatu Ora’s enabling functions such as Finance, Data and Digital, People and Culture, and Communications and Engagement.

Pacific Health Operating Model on a Page

Why we're here

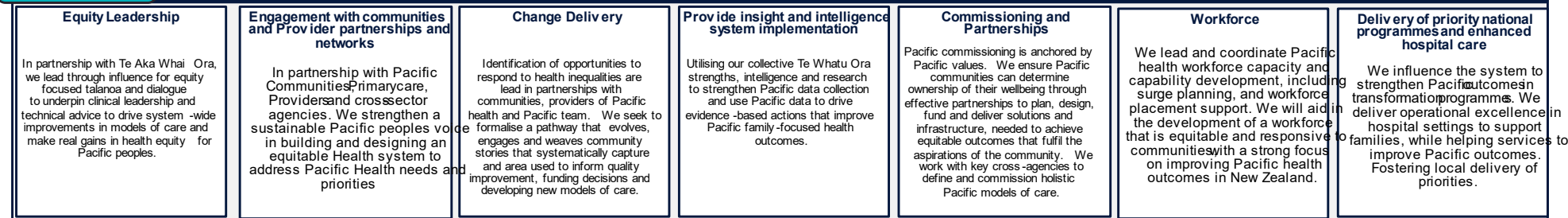
Pacific people to live longer in good health, access quality care and have improved quality of life.
E fofo e le alamea le alamea – the solutions lie within our communities

Our Strategic Objectives



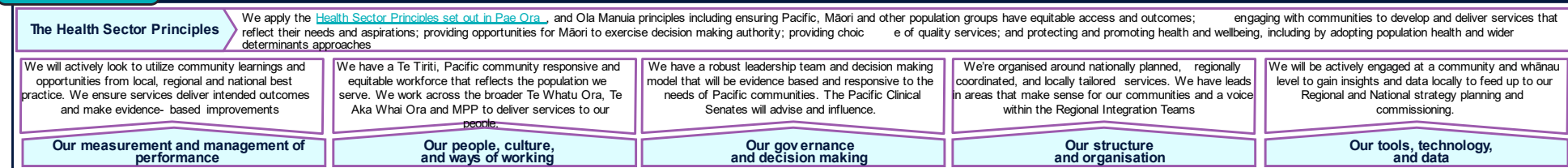
What we do

Our Core Functions



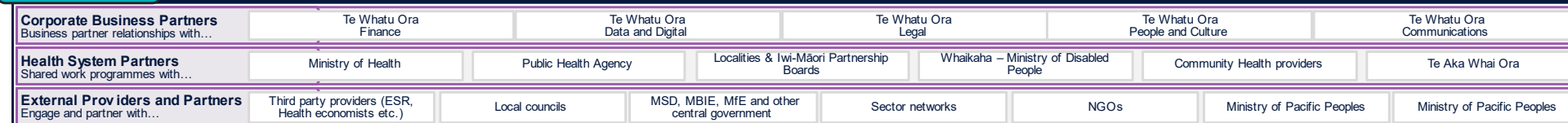
How we do it

Our Capabilities



Who we work with

Our Partners



Our Pacific Health Organisational Structure

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

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

Please note these are not related to financial delegation levels.

The proposed organisational structure in this document covers roles at Tiers 3, 4, 5 and 6. New Tier 3 (direct reports to the ELT) are outside the scope of this consultation because they did not exist in previous entities. Work is currently underway to begin the process of advertising and recruiting these roles.

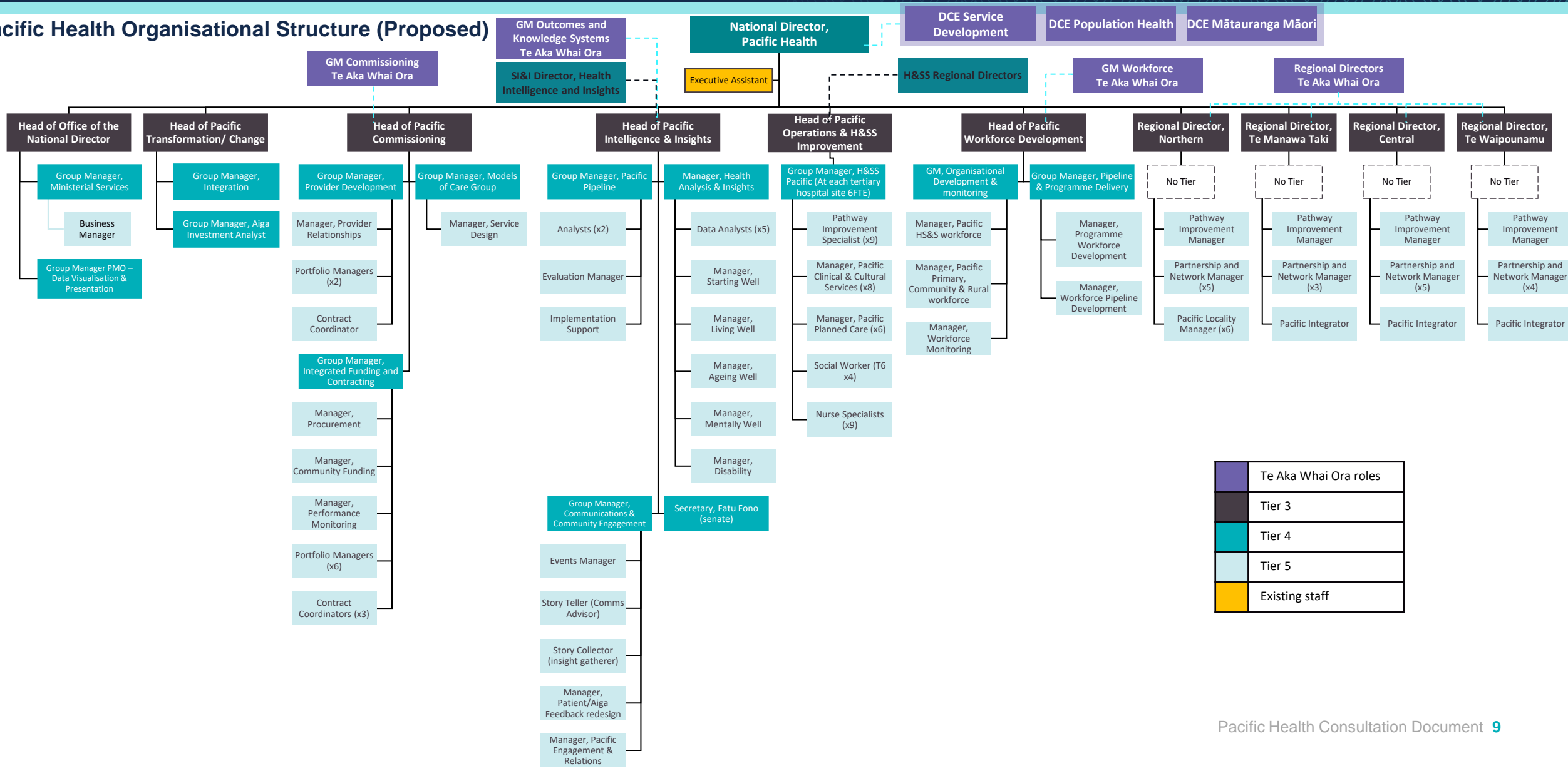
This consultation is for Tiers 4, 5 and 6 of the Pacific Health organisational structure.

This document explains the different roles within each function and where reporting lines may shift, to integrate similar teams. Several teams will transfer into the structure as is, for example there are a number of existing clinical teams under the National Operations Manager. The new roles in the structure are additional.

Our proposed structure is deliberately designed to enable the implementation of 'Ola Manuia' Interim Pacific health plan with a focus on placing community voice at the front and centre. This structure includes community partnership and interfacing relationships and a framework to implement robust mechanisms for these insights to be embedded throughout the health system.

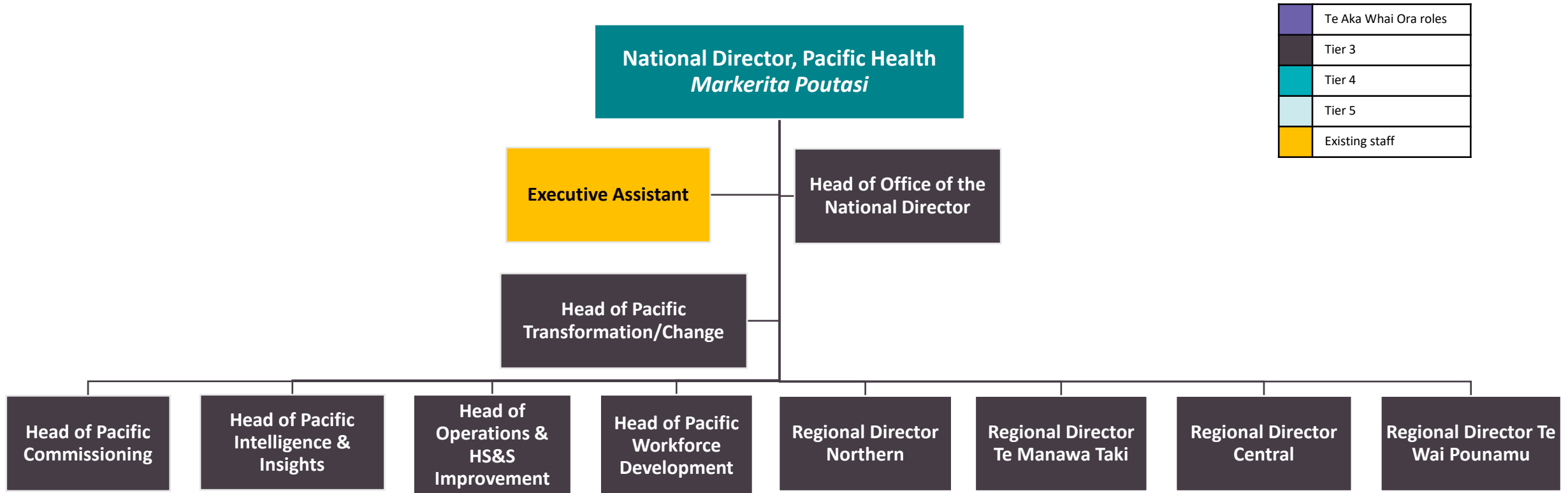
Pacific Health Consultation Document

Pacific Health Organisational Structure (Proposed)

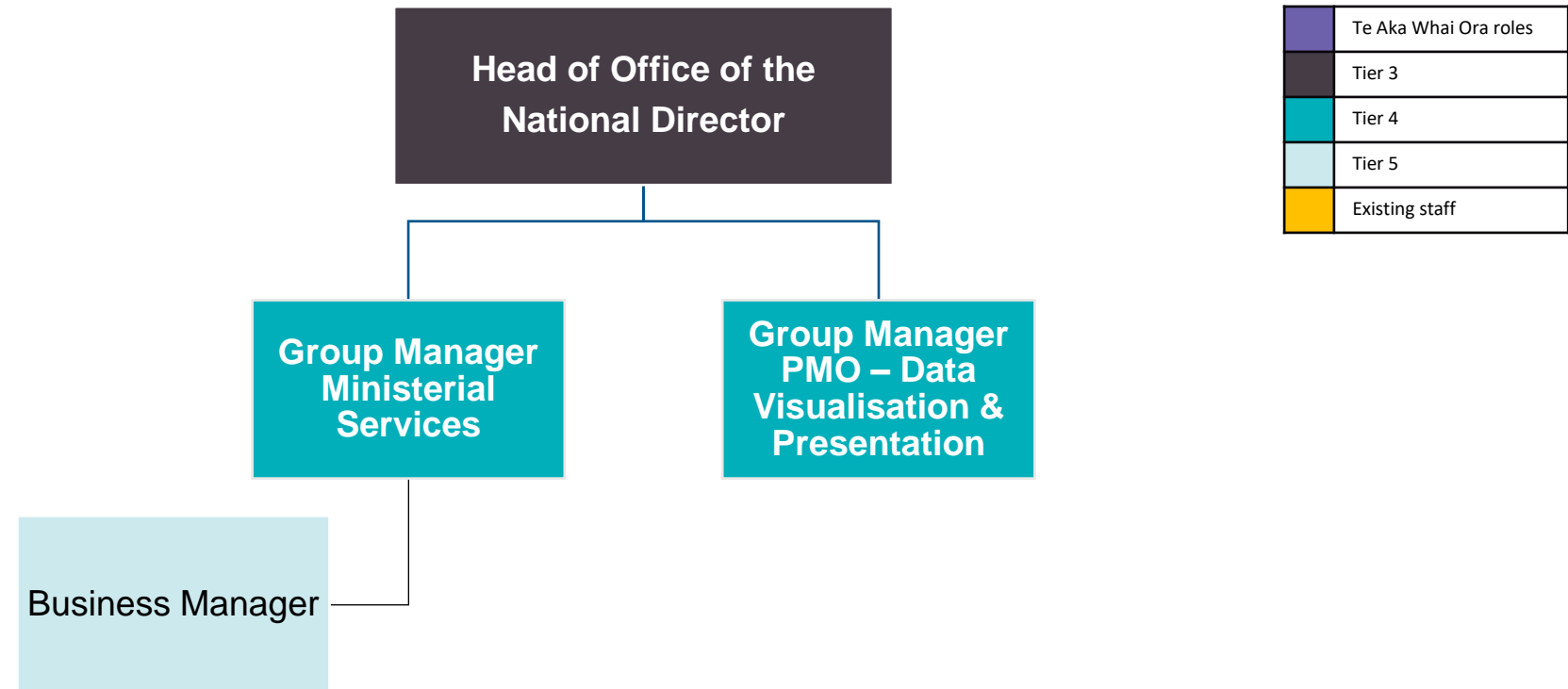


	Te Aka Whai Ora roles
	Tier 3
	Tier 4
	Tier 5
	Existing staff

2.1 Pacific Health Senior Leadership Team

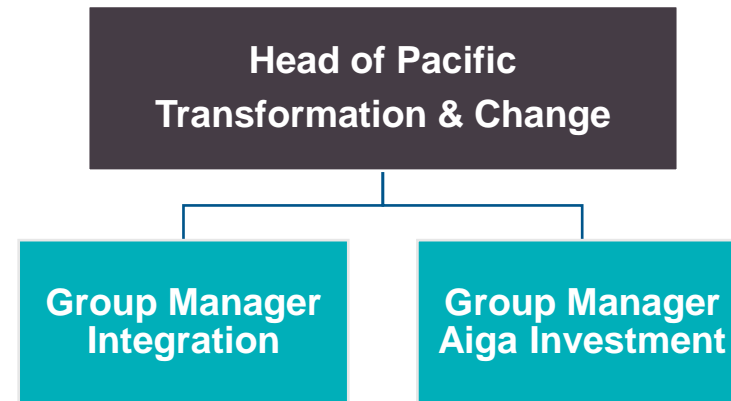


2.2 Office of the National Director



This team would provide leadership and support to the National Director in the overall management, delivery, and coordination of the Pacific Health Business Unit to ensure agreed objectives are met. This function would support the delivery of programmes of work and activities across the country using equity data, insights and intelligence to support development and improvement of initiatives for Pacific peoples.

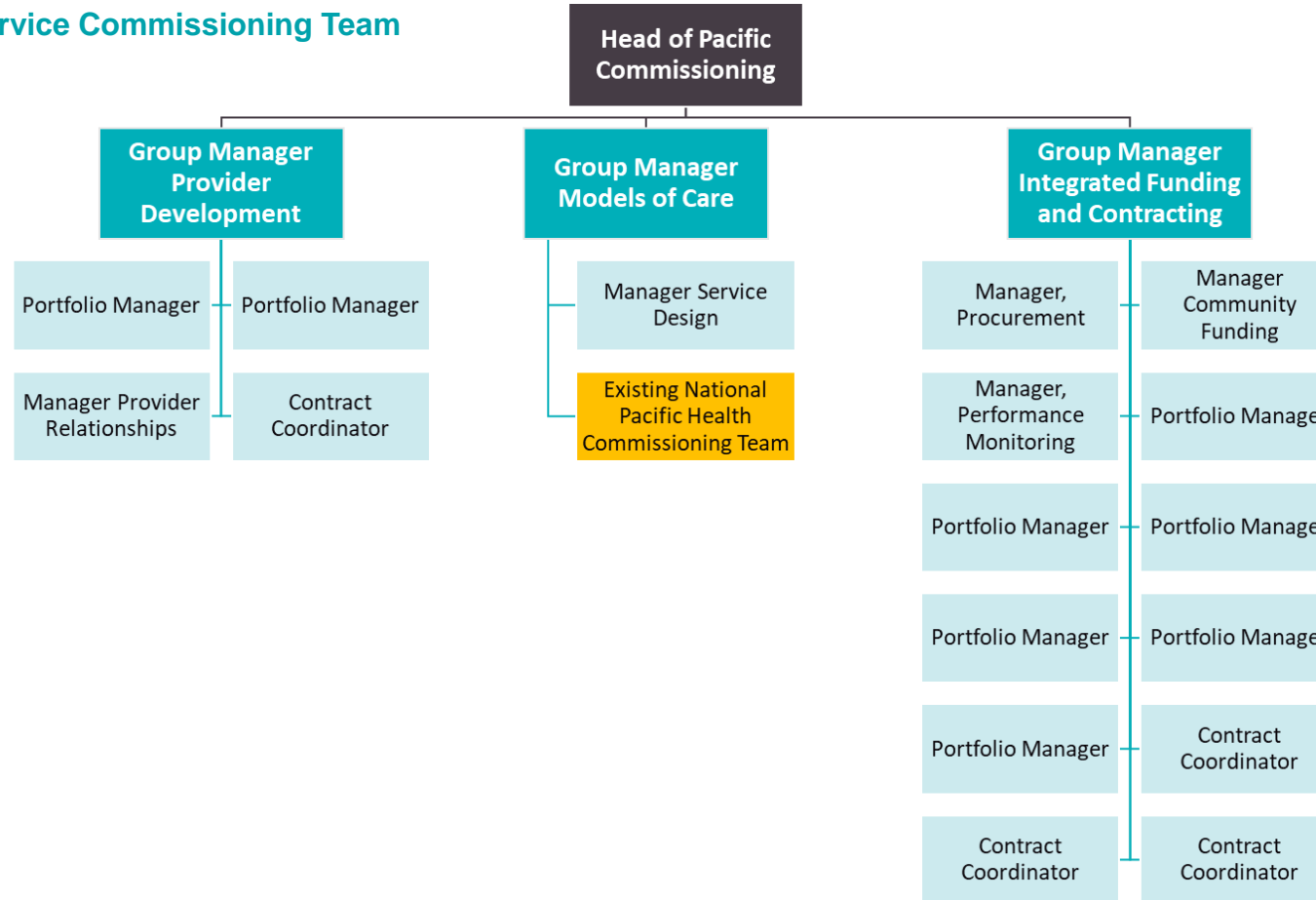
2.3 Transformation and Change Team



Te Aka Whai Ora roles
Tier 3
Tier 4
Tier 5
Existing staff

This team would lead Pacific health system transformation and enact change to address Pacific health improvements in delivery at a national, regional, and local level. They would enable Pacific families and communities to advocate for change and take ownership of their languages, cultures and identities, and their own health and wellbeing. This team would have the responsibility of implementing monitoring mechanisms to oversee change initiatives. This includes tracking the progress of key digital priorities, evaluating the integration and investment for the growth of service improvement, monitoring funding decisions, and assessing the effectiveness of new models of care.

2.4 Pacific Health Service Commissioning Team

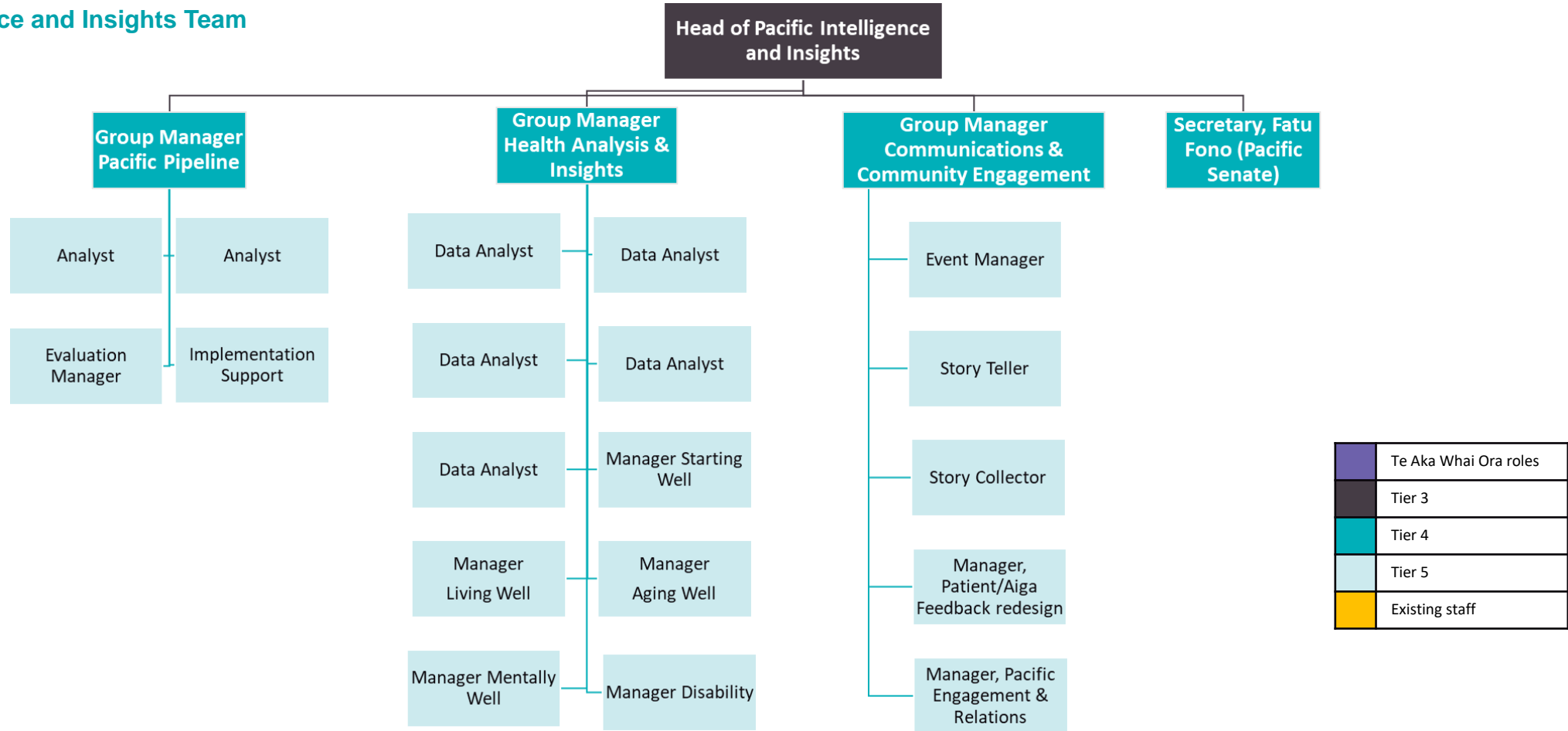


Te Aka Whai Ora roles
Tier 3
Tier 4
Tier 5
Existing staff

This team will lead the design and delivery of the national Pacific commissioning work programme to provide a sustained focus on addressing key Pacific health priorities under Te Pae Tata Interim New Zealand Health Plan and Ola Manuia Interim Pacific Health Plan.

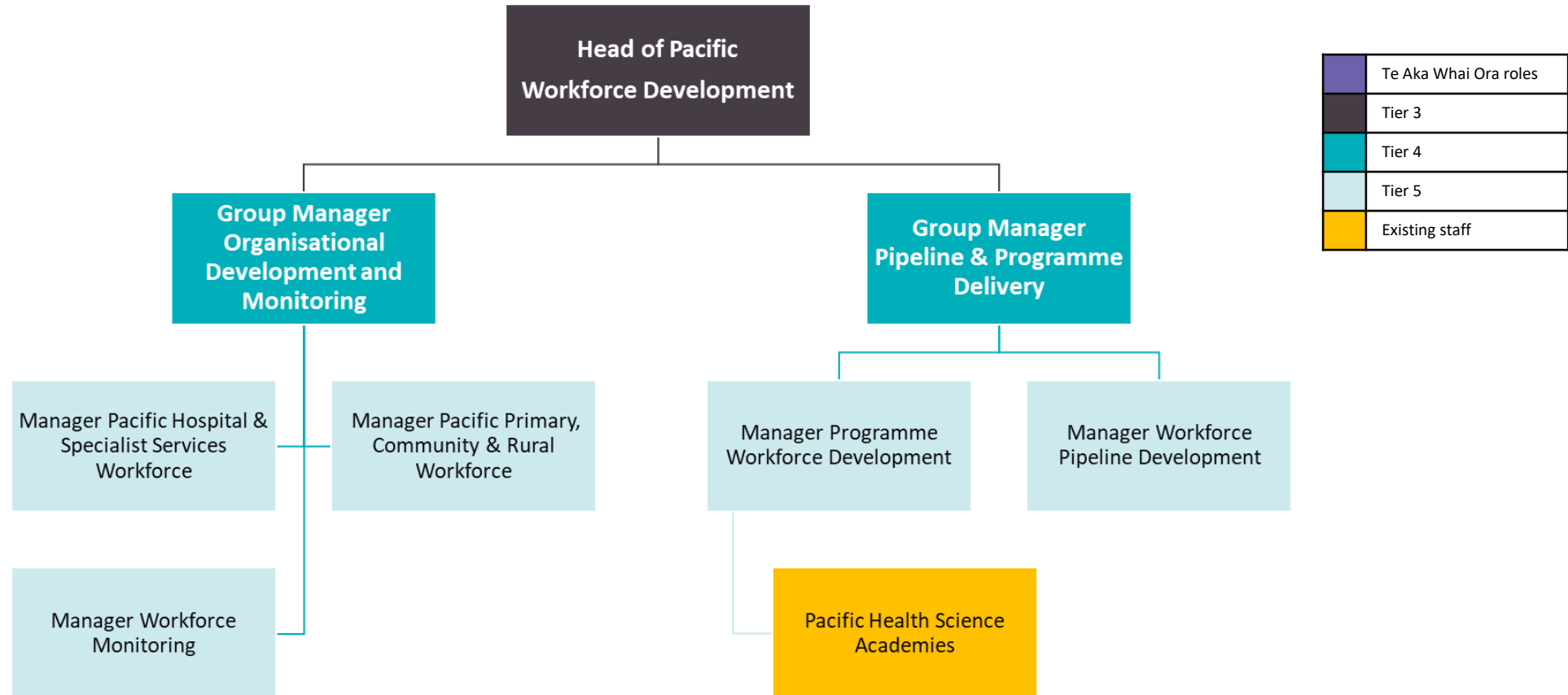
They will be responsible for leading the national and regional functions around finance and investment, procurement, probity, and contract administration processes for the commissioning delivery. Additionally, the team will lead a strategic investment advisory function, including advice on investment across appropriations and across regions, appropriate allocation of funding to regions and sustainable funding for Pacific provider development and planned workforce improvement.

2.5 Intelligence and Insights Team



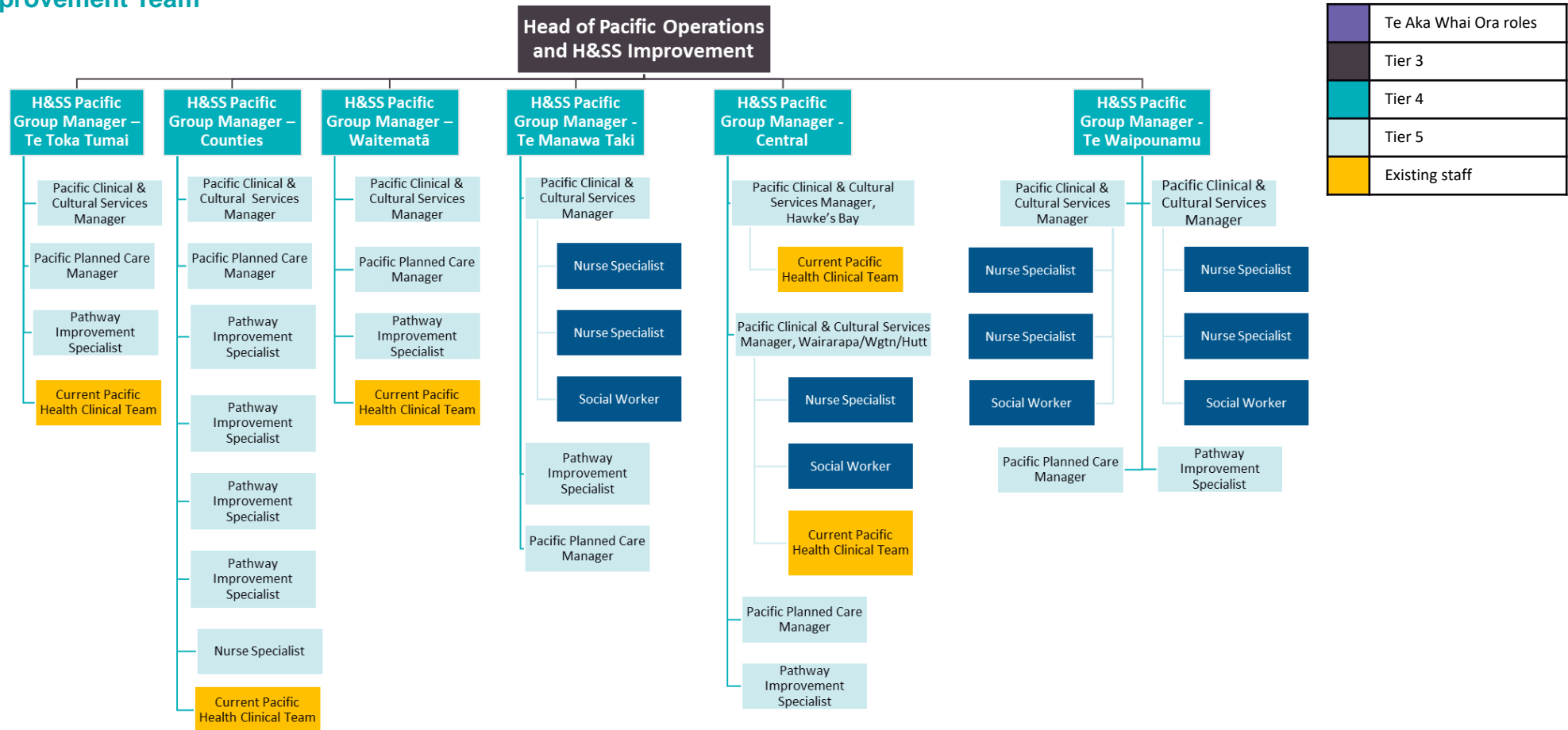
The proposed Pacific Intelligence and Insights function would ensure our national and regional delivery is supported with strong Pacific data and research to drive evidence-based actions that improve Pacific family and wellbeing outcomes. The team functions would include Pacific pipeline development (a key system transformation), health analysis & insights, communications and community engagement, and support to the National Pacific Health Senate. Supporting Pacific Health through the provision of data, insights and community intelligence, that will influence and feed into national strategy and commissioning design.

2.6 Workforce Team



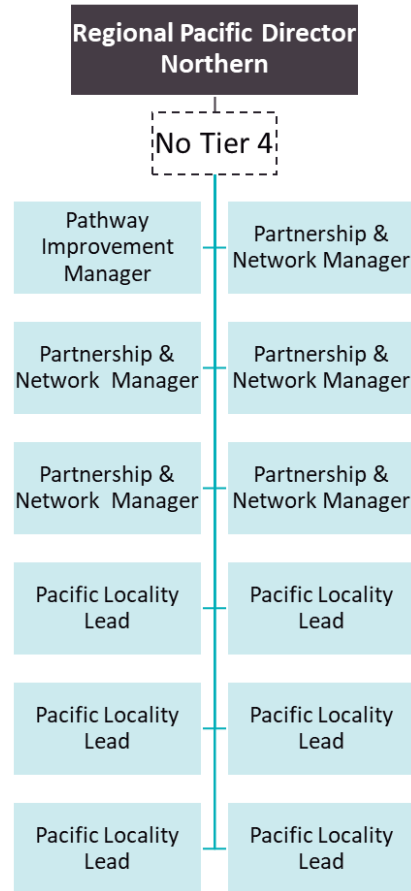
This team would lead and influence the system changes necessary to address the under-representation of Pacific peoples in the health sector workforce. Functions include sustaining and growing high-performing Pacific-specific programmes, and delivering changes in existing pathways in targeted areas. Additionally, this team will influence the Delivery Group to see sustained changes in Pacific workforce to meet the current and future needs within hospitals, rural health care and primary health organisations (PHOs).

2.7 Operations and Improvement Team



This team would largely focus on Pacific clinical pathways, service improvement, planned care, and culturally specific services within hospital networks. This team would need to work closely alongside Hospital & Specialist Services Regional Directors to influence and advise on Pacific specific issues, to drive better outcomes within hospitals and planned care across the country. This team consolidates clinical staff and pathway improvement to modify, optimise, and enhance current clinical pathways to improve Pacific patient outcomes. It will also drive system inputs from multi-disciplinary teams of social workers, clinical, cultural support and community workers to strengthen patient experience and responsive care delivery.

2.8 Northern Regional Team

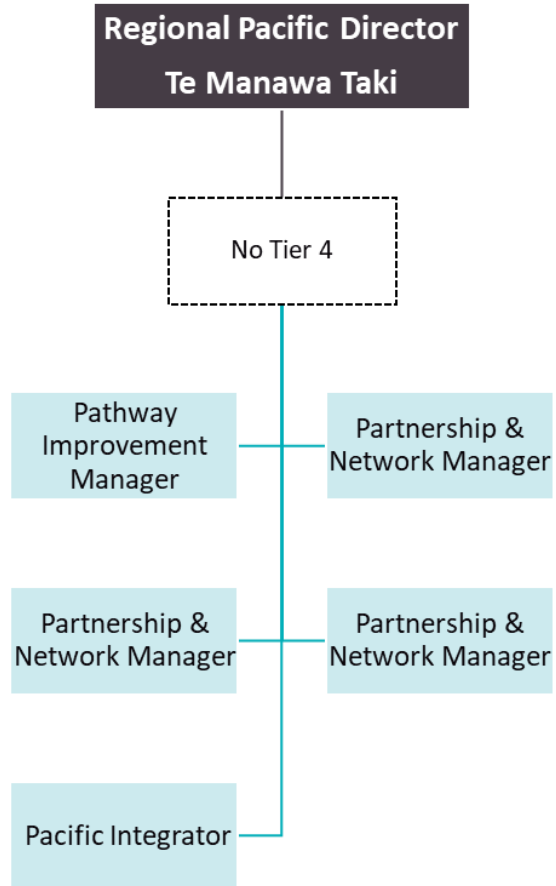


	Te Aka Whai Ora roles
	Tier 3
	Tier 4
	Tier 5
	Existing staff

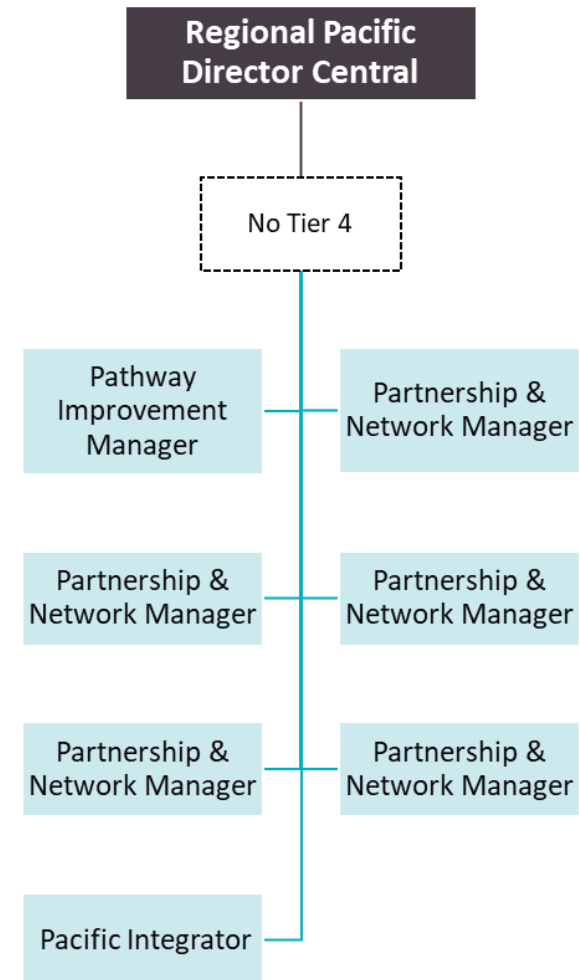
The regional teams would enhance Pacific Equity leadership across Aotearoa and deliver on Ola Manuia and Te Pae Tata actions for their respective regions (Northern, Te Manawa Taki, Central, Te Waipounamu). They would lead delivery of Pacific programmes and bring the support of local Pacific families and communities to plan, design and implement healthcare objectives for the region. The Regional team's purpose is to be:

- Locally focused on activities that will improve the health and wellbeing of Pacific communities;
- Regionally responsible for nurturing relationship, partnerships and engagement of all key stakeholders including Pacific communities, Pacific providers and localities; and
- Nationally contributing with regional and local intelligence into national conversations and service delivery design.

2.9 Te Manawa Taki Regional Team

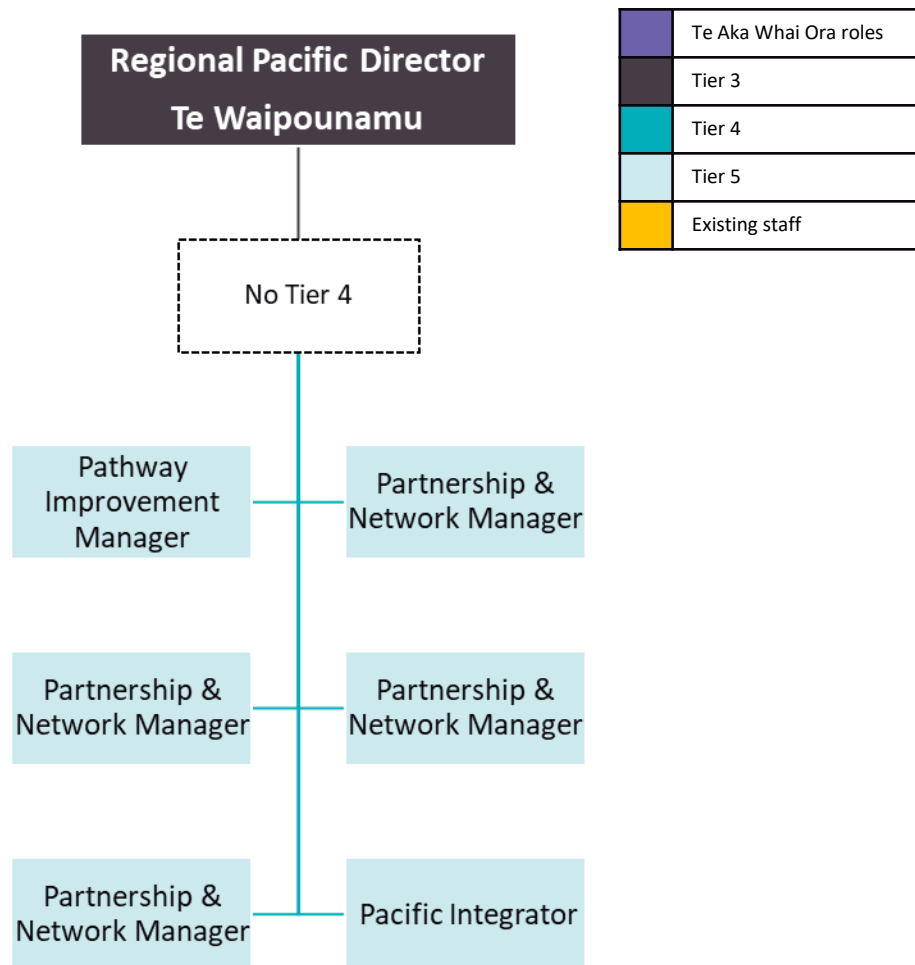


2.10 Central Regional Team



	Te Aka Whai Ora roles
	Tier 3
	Tier 4
	Tier 5
	Existing staff

2.11 Te Waipounamu Regional Team



SECTION 3: Proposed new positions

To support this proposal, consideration has been given to the responsibilities for proposed new positions. High level core purpose and key deliverables for these proposed new roles have been drafted and can be found in Appendix 1. These are not fully formed position descriptions more they act 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.

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.

Team & Position Title	FTE	Reporting to
Office of the National Director		
Group Manager, Ministerial Services	1	Head of Office of the National Director
Group Manager, PMO – Data Visualisation & Presentation	1	Head of Office of the National Director
Business Manager	1	Head of Office of the National Director
Transformation & Change		
Group Manager, Integration	1	Head of Pacific Transformation/Change
Group Manager, Aiga Investment	1	Head of Pacific Transformation/Change
Commissioning		
Group Manager, Provider Development	1	Head of Pacific Commissioning
Manager, Provider Relationships	1	Group Manager, Provider Development
Portfolio Manager (x2)	1	Group Manager, Provider Development
Contract Coordinator	1	Group Manager, Provider Development
Group Manager, Models of Care	1	Head of Pacific Commissioning
Service Design Manager	1	Group Manager, Models of Care
Group Manager, Integrated Funding and Contracting	1	Head of Pacific Commissioning
Manager, Procurement	1	Group Manager, Integrated Funding and Contracting

Team & Position Title	FTE	Reporting to
Commissioning		
Manager, Community Funding	1	Group Manager, Integrated Funding and Contracting
Manager, Performance Monitoring	1	Group Manager, Integrated Funding and Contracting
Portfolio Manager (x6)	1	Group Manager, Integrated Funding and Contracting
Contract Coordinator (x3)	1	Group Manager, Integrated Funding and Contracting
Pacific Intelligence and Insights		
Group Manager, Pacific Pipeline	1	Head of Pacific Intelligence and Insights
Analyst (x2)	1	Group Manager, Pacific Pipeline
Evaluation Manager	1	Group Manager, Pacific Pipeline
Implementation Support	1	Group Manager, Pacific Pipeline
Group Manager, Health Analysis & Insights	1	Head of Pacific Intelligence and Insights
Data Analyst (x5)	1	Group Manager, Health Analysis & Insights
Manager, Starting Well	1	Group Manager, Health Analysis & Insights
Manager, Living Well	1	Group Manager, Health Analysis & Insights
Manager, Ageing Well	1	Group Manager, Health Analysis & Insights
Manager, Mentally Well	1	Group Manager, Health Analysis & Insights
Manager, Disability	1	Group Manager, Health Analysis & Insights
Group Manager, Communications & Community Engagement	1	Head of Pacific Intelligence and Insights
Events Manager	1	Group Manager, Communications & Community Engagement
Story Teller (comms advisor)	1	Group Manager, Communications & Community Engagement
Story Collector (insight gathering)	1	Group Manager, Communications & Community Engagement
Manager, Patient/Aiga Feedback redesign	1	Group Manager, Communications & Community Engagement
Manager, Pacific Engagement & Relations	1	Group Manager, Communications & Community Engagement
Secretary, Pacific Health Senate	1	Group Manager, Communications & Community Engagement

Team & Position Title	FTE	Reporting to
Pacific Operations & H&SS Improvement		
Head of Pacific Operations and H&SS Improvement	1	National Director, Pacific Health
Group Manager, H&SS Pacific (x6)	1	Head of Pacific Operations and H&SS Improvement
Manager, Pathway Improvement Specialist (x9)	1	Group Manager, H&SS Pacific
Social Worker (x4)	1	Group Manager, H&SS Pacific
Pacific Workforce Development		
Group Manager, Organisational Development and Monitoring	1	Head of Pacific Workforce Development
Manager, Pacific Hospitals and Specialist Services Workforce	1	Group Manager, Organisational Development and Monitoring
Manager, Pacific Primary, Community & Rural Workforce	1	Group Manager, Organisational Development and Monitoring
Manager, Workforce Monitoring	1	Group Manager, Organisational Development and Monitoring
Group Manager, Pipeline & Programme Delivery	1	Head of Pacific Workforce Development
Manager, Programme Workforce Development	1	Group Manager, Pipeline & Programme Delivery
Manager, Workforce Pipeline Development	1	Group Manager, Pipeline & Programme Delivery
Regional		
Pathway Improvement Manager (x4)	1	Regional Pacific Director
Partnership & Network Manager (x17)	1	Regional Pacific Director
Pacific Integrator (x3)	1	Regional Pacific Director
Pacific Locality Manager (x6)	1	Regional Pacific Director

Note:

The following Tier 3 Senior Leadership roles are in the recruitment phase and are out of scope for consultation:

Head of Office of the National Director	1	National Director, Pacific Health
Head of Pacific Transformation/Change	1	National Director, Pacific Health
Head of Pacific Commissioning	1	National Director, Pacific Health
Head of Pacific Intelligence and Insights	1	National Director, Pacific Health
Head of Pacific Workforce Development	1	National Director, Pacific Health
Regional Pacific Director (x4)	1	National Director, Pacific Health

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 Pacific Health 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 Pacific Health 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.

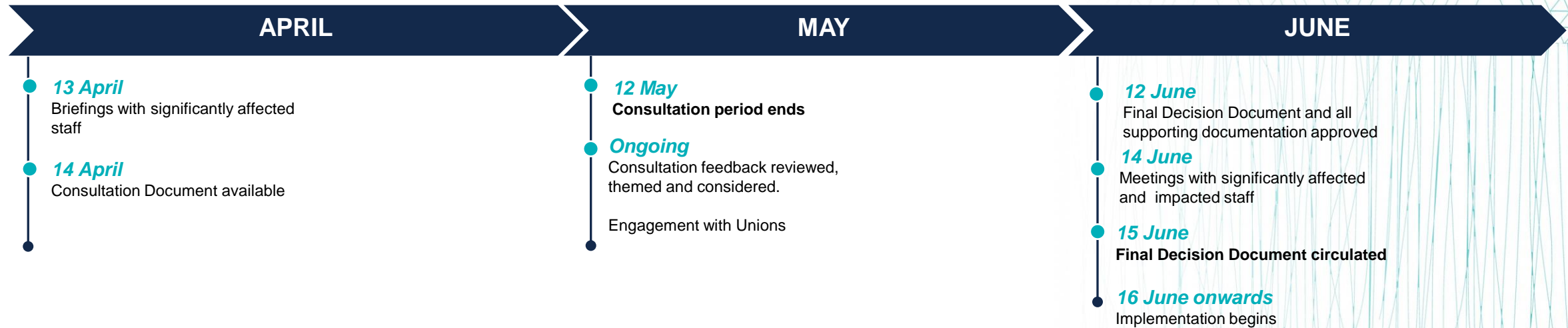
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Consultation Document.

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.

Appendix 1: Proposed new positions

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

Office of the National Director				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Ministerial Services	1	Manages all written interactions with and responses to the Minister's office on behalf of Pacific Health.	Responsible for the preparation of Ministerial reports and papers to be submitted to government offices, including OIAs, and the coordination of Pacific Health input into all such reports and briefings. Provides operational support to the Director, Office of the Director.	Head of Office of the National Director
Group Manager, PMO – Data Visualisation & Presentation	1	Leads the Project Management Office (PMO).	Leads the monitoring of projects across the Business Unit to ensure success, including development of project management processes and procedures and leading the integration of visual thinking tools and data visualisation methodologies into project communication, reporting and facilitation.	Head of Office of the National Director
Business Manager	1	Leads integration of Pacific Health Services across all communities and programmes.	Works collaboratively with the regional leads, key stakeholders and across communities to ensure the integration of Pacific Health services across all communities and the integration of national programmes within regions, with a focus on eliminating inequity and improving health outcomes for Pacific peoples.	Head of Office of the National Director
Transformation and Change				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Integration	1	Leads integration of Pacific Health Services across all communities and programmes.	Works collaboratively with the regional leads, key stakeholders and across communities to ensure the integration of Pacific Health services across all communities and the integration of national programmes within regions, with a focus on eliminating inequity and improving health outcomes for Pacific peoples.	Head of Pacific Transformation/Change
Group Manager, Aiga Investment	1	Leads the management of infrastructure investments for Pacific communities.	This role will work closely across the regions in the planning and design of services and infrastructure investments to ensure that models of care are aiga and fanau-centric, and bring positive changes for Pacific communities.	Head of Pacific Transformation/Change

Appendix 1: Proposed new positions (continued)

Pacific Commissioning				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Provider Development	1	Leads the commissioning framework development and implementation for the Business Unit.	Supports the design and implementation of the Pacific Health commissioning framework. Ensures high trust and effective engagement across the sector and Pacific communities through proactively working to provide opportunities and eliminate issues for Pacific providers.	Head of Pacific Commissioning
Manager, Provider Relationships	1	Manages all Pacific provider relationships within the commissioning framework, on behalf of the Business Unit.	Relationship management role with Pacific providers in the implementation of a national Pacific Health commissioning framework. Works to ensure transparent communication flow between providers and the national Pacific Health team and that critical issues are identified and managed.	Group Manager, Provider Development
Portfolio Manager(x2)	1	Manages commissioning contract portfolios.	Manages the relevant contract portfolio and builds sound financial management and reporting mechanisms, while ensuring strong collaboration across Te Whatu Ora and Te Aka Whai Ora in the implementation of the commissioning framework.	Group Manager, Provider Development
Contracts Coordinator	1	Coordinates and completes administrative requirements for all Pacific commissioning contracts.	Supports the implementation of the commissioning framework through the management of end to end contract administration.	Group Manager, Provider Development
Group Manager, Models of Care	1	Strategic leadership of the commissioning cycle to ensure Pacific specific outcomes.	A strategic role that ensures the commissioning cycle is developed to encompass planning and evaluation and enables appropriate pathway service delivery to achieve Pacific specific health and wellbeing outcomes. Requires collaboration with Clinical partners and is the conduit to ensure Provider desired outcomes are met.	Head of Pacific Commissioning
Service Design Manager	1	Manages the overall design of services for Pacific peoples.	Works with design leads across the system to ensure equitable pathways are developed for Pacific peoples, through the provision of analysis and advice to inform the design and delivery of new services that address Pacific specific needs.	Group Manager, Models of Care
Group Manager, Integrated Funding and Contracting	1	Leads the management of national agreements and contracts with all Pacific providers.	Manages national agreements through the procurement and integration of all Pacific provider contracts, ensuring funding pools are appropriately identified and accessed to align with the commissioning cycle. Manages the cross-agency partnership relationships and enables the integration of cross agency contracts.	Head of Pacific Commissioning
Manager, Procurement	1	Procures Pacific specific services.	Operational management of Pacific specific service procurement through working across agencies and Te Aka Whai Ora to enable integration of contracts.	Group Manager, Integrated Funding and Contracting

Appendix 1: Proposed new positions (continued)

Manager, Community Funding	1	Identifies, secures and manages funding for Pacific specific projects.	Oversees all available cross-agency funding pools that align with contract integration processes, and identify Pacific specific community projects or ideas that could be commissioned. Ensures invested spend is monitored and continuously improved.	Group Manager, Integrated Funding and Contracting
Manager, Performance Monitoring	1	Manages provider performance.	Monitors and reports on the performance of providers against the outcomes being commissioned, ensures adequate resource of Pacific providers is monitored and seeks to identify and develop pathways for Pacific stakeholders to innovate and grow.	Group Manager, Integrated Funding and Contracting
Portfolio Manager (x6)	1	Manages commissioning contract portfolios.	Manages the relevant contract portfolio and builds sound financial management and reporting mechanisms, while ensuring strong collaboration across Te Whatu Ora and Te Aka Whai Ora in the implementation of the commissioning framework.	Group Manager, Integrated Funding and Contracting
Contracts Coordinator (x3)	1	Coordinates and completes administrative requirements for all Pacific commissioning contracts.	Supports the implementation of the commissioning framework through the management of end-to-end contract administration.	Group Manager, Integrated Funding and Contracting
Pacific Intelligence & Insights				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Pacific Pipeline	1	Leads a team that supports the national population health work for improving clinical pathways where a wide inequity gap exists for Pacific vs non-Pacific peoples.	Strong governance and operational role that manages allocated resources to deliver high quality and effective outcomes aligning key standards with models of care to serve priority populations.	Head of Pacific Intelligence & Insights
Analyst (x2)	1	Analysis to inform the evaluation of initiatives and interventions. Delivers support to projects that translate business ideas into actions.	Provides expert analysis of outputs in accordance with project management, business analysis frameworks, requirements and standards.	Group Manager, Pacific Pipeline
Evaluation Manager	1	Provides evaluation and oversight of interventions to ensure they are effective.	Evaluates effectiveness of interventions, monitoring and reporting on progress towards achievement of plans and strategies. Identifies operational risk and ensures appropriate mitigations are implemented.	Group Manager, Pacific Pipeline
Implementation Support	1	Provides support to the Pacific Pipeline team to enable the implementation planning and reporting of programme deliverables and outcomes.	Supports the development and management of effective stakeholder engagement, communication of risk identification and mitigations required and preparation of papers and reports.	Group Manager, Pacific Pipeline
Group Manager, Health Analysis and Insights	1	Leads a team that provides expert analysis and advice to inform critical decision-making with a strong focus on whole of system and family-centric outcomes for Pacific Health.	Senior level analytical expertise to develop and implement analytical models. Actively develops positive relationships and manages stakeholder expectations.	Head of Pacific Intelligence & Insights
Data Analyst (x5)	1	Supports the design of data collection for use in the Pacific Health team. Provides data, insights and community intelligence that influences and feeds into national strategy and policy design.	Ensures interventions are effective and impacts are well understood by providing critical and operational analysis to support and inform critical decision making.	Group Manager, Health Analysis and Insights

Appendix 1: Proposed new positions (continued)

Manager, Starting Well	1	Provides advice to support, maintain and improve the delivery of Pacific health services for Pacific mothers and children.	Works collaboratively with others in the Health Intelligence & Insights team to support a life course approach to care for Pacific peoples. Profiles Pacific communities in relation to Kahu Taurima (Maternity and Early Years) priorities.	Group Manager, Health Analysis and Insights
Manager, Living Well	1	Provides advice to support, maintain and improve the delivery of Pacific health and wellbeing services.	Works collaboratively with others in the Health Intelligence & Insights team to support a life course approach to care for Pacific peoples. Profiles Pacific communities in relation to Pae Ora (Better health and wellbeing in our communities) priorities.	Group Manager, Health Analysis and Insights
Manager, Ageing Well	1	Provides advice to support, maintain and improve the delivery of Pacific health services for Pacific peoples living with chronic health conditions and/or cancer.	Works collaboratively with others in the Health Intelligence & Insights team to support a life course approach to care for Pacific peoples. Profiles Pacific communities in relation to Māuiuitanga taumaha (people living with chronic health conditions) and Oranga hinengaro (people living with mental distress, illness and addictions) priorities.	Group Manager, Health Analysis and Insights
Manager, Mentally Well	1	Provides advice to support, maintain and improve the delivery of Pacific health services for Pacific peoples with mental distress, illness or addiction.	Works collaboratively with others in the Health Intelligence & Insights team to support a life course approach to care for Pacific peoples. Profiles Pacific communities in relation to Oranga hinengaro (people living with mental distress, illness and addictions) priorities.	Group Manager, Health Analysis and Insights
Manager, Disability	1	Provides advice to support, maintain and improve the delivery of Pacific health services for Pacific disabled peoples.	Works collaboratively with others in the Health Intelligence & Insights team to support a life course approach to care for Pacific peoples. Profiles Pacific communities in relation to Tāngata whaikaha (disabled peoples) priorities.	Group Manager, Health Analysis and Insights
Group Manager, Communications and Engagement	1	Leads a team that identifies and profiles key issues and success stories of Pacific communities to ensure teams engage in a culturally appropriate way for key Pacific events.	Ensures stories collected from/provided to the community deliver meaningful impact to support Pacific health priorities. Works collaboratively with peers across the organisation's intelligence functions to share Pacific communities' insights and intelligence.	Head of Pacific Intelligence & Insights
Events Manager	1	Plans and delivers Pacific Health events in partnership with regional leads and/or National Director, Pacific Health.	Works with stakeholders and communities to ensure participation and promotion of events is done in the most culturally appropriate manner. Provides operational leadership and manages resources to ensure delivery of high-quality events.	Group Manager, Communications and Engagement
Storyteller (Communications Advisor)	1	Utilises cultural expertise and the art of story telling to create and share stories in the most culturally appropriate way for both the subjects and the intended audience. This would deliver meaningful impact to support Pacific health priorities, community engagement and other programmes and initiatives.	Works closely with the Group Manager, Communications and Engagement and other story telling functions including National Public Health Service and the National Communications team.	Group Manager, Communications and Engagement
Story Collector (Insight Gathering)	1	Utilises cultural expertise to collect stories and data from Pacific communities and stakeholders to provide meaningful impact to the intended audience.	Works closely with the Group Manager, Communications and Engagement and other patient/community engagement functions including National Public Health Service and the National Communications team.	Group Manager, Communications and Engagement

Appendix 1: Proposed new positions (continued)

Manager, Patient/Aiga Feedback Redesign	1	Utilises data and stories of Pacific peoples and their experience of the NZ health system to shape and inform the current reforms to support Pacific health priorities.	Provides cultural expertise based on community engagement to the team and wider organisation.	Group Manager, Communications and Engagement
Manager, Pacific Engagement and Relations	1	Provides cultural expertise to the team and wider organisation on culturally appropriate care for Pacific peoples.	Engages with Pacific patients or key stakeholders where necessary.	Group Manager, Communications and Engagement
Secretary, Pacific Health Senate	1	Provides co-ordination and administrative support to the Pacific Senate to enable the Pacific Senate to provide objective and strategic advice to Te Whatu Ora. This includes clinical, technical and public health advice that is for Pacific, by Pacific.	Administration of meetings, agendas, invitations, papers, minutes and communication to ensure the timely and smooth running of the Pacific Senate.	Group Manager, Communications and Engagement
Pacific Operations & H&SS Improvement				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, H&SS Pacific (x6)	1	Leads the management of H&SS across Pacific healthcare sites. Ensures effective management and optimisation of resources to meet Pacific patient demands as well as improved access and health outcomes.	Manages the performance and operation of Pacific hospital and healthcare sites within Pacific services, with the focus on eliminating inequity and improving health outcomes through high quality patient care and appropriate focus on Te Tiriti o Waitangi.	Head of Pacific Operations & H&SS Improvement
Manager, Pathway Improvement Specialist (x9)	1	Leads pathway improvement initiatives across Pacific healthcare sites.	Identifies and leads pathway improvement initiatives across Pacific hospitals and healthcare sites, ensuring policies enable better access, opportunities, experience and outcomes for Pacific peoples.	Group Manager, H&SS Pacific
Manager, Pacific Cultural and Clinical Services (x8)	1	Policy management with a focus on cultural and clinical safety.	Ensures policies enable and promote culturally and clinically safe care pathways and outcomes for Pacific peoples and their families and manages these services at an organisation level.	Group Manager, H&SS Pacific
Manager, Pacific Planned Care (x6)	1	Manages planned care services and pathways.	Manages the planned care service and pathway for Pacific peoples and their families at a hospital organisation level, ensuring policies enable better access, opportunities, experience and outcomes for Pacific peoples.	Group Manager, H&SS Pacific
Nurse Specialist (x9)	1	Provides specialty nursing care for Pacific patients and their families.	Works with Pacific patients and their families to lead their planned care pathway, as part of a multi-disciplinary team across services. Delivery of care is continuously reviewed and improved to ensure quality with a specialty nursing focus. These reviews translate into broader system improvements to eliminate barriers for Pacific people and create more equitable access to health care.	Group Manager, H&SS Pacific
Social Worker (x4)	1	Provides support to Pacific patients and their families throughout their healthcare journey.	Supports delivery of care to Pacific patients and families, ensuring they are placed in the centre of care and that services are improved to ensure inequities and barriers are eliminated.	Group Manager, H&SS Pacific

Appendix 1: Proposed new positions (continued)

Pacific Workforce Development				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Group Manager, Organisational Development and Monitoring	1	Leads the national Pacific workforce framework.	A strategic leadership role that designs, develops and leads a national framework of provision of services and activities to ensure a Pacific equity approach to workforce at an organisational level across all services and including Pacific providers.	Head of Pacific Workforce Development
Manager – Pacific Hospital & Specialist Services	1	Manages hospital specific delivery within the national framework.	Develops and manages delivery of district hospital specific approaches, within the broader national Pacific equity framework, including targets for development and equitable recruitment processes, and the identification of Pacific workforce needs for specialist services moving into Primary and community settings.	Group Manager, Organisational Development and Monitoring
Manager, Pacific Primary, Community and Rural Workforce	1	Manages delivery within the national framework with a focus on primary, community and rural workforce.	Develops and manages delivery of regional and district specific primary, community and rural workforce development approaches including Pacific providers and support for Regional Seasonal Employee groups, working to identify workforce development to deliver specialist services in primary care from a locality perspective.	Group Manager, Organisational Development and Monitoring
Manager, Workforce Monitoring	1	Monitors all delivery across teams.	Develops workforce monitoring across all delivery teams including establishing workforce targets, and supporting the development of a framework and dashboard.	Group Manager, Organisational Development and Monitoring
Group Manager, Pipeline and Programme Delivery	1	Leads a Pacific equity approach throughout the workforce pipeline continuum.	A strategic leadership role that designs, develops and leads a Pacific equity approach throughout the workforce pipeline continuum including community development, specialty pathways and models of care development, as it pertains to workforce as an enabler. Includes the management of current pipeline investment and future investment forecasting and development of regional specific approaches that align to the National Pacific Workforce Strategy.	Head of Pacific Workforce Development
Manager, Programme Workforce Development	1	Workforce pipeline management.	Maps, develops and monitors the workforce pipeline for Pacific including workforce development in the community. Manages the current investment into the Pacific workforce pipeline, the placement of Pacific expertise in key groups, and the delivery of key activities and enablers that support the Pacific workforce strategy and workplan.	Group Manager Pipeline & Programme Delivery
Manager, Workforce Pipeline Development	1	Manages workforce programme development.	Develops and leads a work programme that identifies the workforce needs for the programmes that align with the Ola Manuia Pacific health priorities, through actively working with programme leads and key stakeholders. Manages the delivery of key activities and enablers that support the Pacific workforce strategy and workplan.	Group Manager, Pipeline & Programme Delivery

Appendix 1: Proposed new positions (continued)

Regional Team				
Position Title	FTE	Core Purpose	Responsibilities	Reporting to
Pathway Improvement Manager (x4)	1	Leads the shaping and implementation of Pacific specific approaches and ensures consistency of approach across the regions.	Works collaboratively with the regional leads to integrate the national Pacific Health approach within regions and drives the shaping and implementation of targeted approaches, through ensuring strong community, Pacific provider and Health stakeholder relationships.	Regional Pacific Director
Partnership and Network Manager	1	Leads the shaping and implementation of Pacific specific approaches and ensures consistency of approach across the regions.	Works collaboratively with the regional leads to integrate the national Pacific Health approach within regions and drives the shaping and implementation of targeted approaches, through ensuring strong community, Pacific provider and Health stakeholder relationships.	Regional Pacific Director
Pacific Integrator (x3)	1	Develops relationships with key stakeholders to ensure full Pacific integration across regional approaches.	Consolidates the voice of the community and intelligence to help inform Pacific models of care.	Regional Pacific Director
Locality Manager (x6)	1	Develops relationships with key stakeholders to ensure full Pacific integration across regional approaches.	Works to strengthen relationships with providers and health stakeholders to shape, implement and monitor targeted approaches, that integrate the national approach within regions.	Regional Pacific Director

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	Job Title	Manager Job Title	FTE
Capital and Coast	Director Pacific Peoples Health 2DHB	Interim Regional Pacific Lead	1
Counties Manukau	NZMAT Pharmacy Lead	Programme Manager	0.2
Counties Manukau	Health Gain Manager	General Manager	1
Counties Manukau	Programme Manager – fixed term	General Manager	1
Counties Manukau	NZMAT Logistics Co-Ordinator	Programme Manager	1
Hawkes Bay	Pacific Health Manager	Interim Regional Pacific Lead - Central	1
Te Whatu Ora	Pacific Workforce Sprint Lead – Outcomes – fixed term	National Director Pacific Health	1
Te Whatu Ora	Senior Portfolio Manager – Pacific Health COVID	Acting National Commissioner Pacific	2
Te Whatu Ora	Interim Regional Pacific Leads – fixed term	National Director Pacific Health	4
Waikato	Relationship Manager, Pa Health	Interim Pacific National Commissioning Lead	1
Waikato	Director Pacific Health	Interim Pacific National Commissioning Lead	1
Wairarapa	Director, Pacific People Health	Interim Regional Pacific Lead - Central	1
Waitaha Canterbury	Executive Director, Māori and Pacific Island Health	National Director Pacific Health	1
Waitematā	Programme Manager	Māori Health Gain Manager	3
Waitematā	Pacific Project Manager	Project Manager, Professional	3

Appendix 2: Positions proposed to be impacted

It is proposed the following positions that are currently related to the Pacific Health 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.

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Auckland	Nurse Unit Manager	Director Pacific Health	Change in title and change in report line	1	Pacific Planned Care Manager	HSS Pacific Group Manager, Te Toka Tumai
Auckland	Administrator - Clinical	Nurse Unit Manager	Change in report line	1	Administrator - Clinical	Pacific Planned Care Manager
Auckland	Clinical Nurse Specialist	Nurse Unit Manager	Change in report line	9	Clinical Nurse Specialist	Pacific Planned Care Manager
Auckland	Clinical Specialty Nurse	Nurse Unit Manager	Change in report line	4	Clinical Specialty Nurse	Pacific Clinical and Cultural Services Manager, Te Toka Tumai
Auckland	Cultural Worker	Director of Pacific Health	Change in report line	2	Cultural Worker	Pacific Clinical and Cultural Services Manager, Te Toka Tumai
Auckland	Social Worker	Director of Pacific Health	Change in report line	1	Social Worker	Pacific Clinical and Cultural Services Manager, Te Toka Tumai
Capital and Coast	Administrator	Director Pacific People's Health 2DHB	Change in report line	1	Administrator	Pacific Clinical and Cultural Services Manager, Central
Capital and Coast	Registered Nurse	Director Pacific People's Health 2DHB	Change in report line	1	Registered Nurse	Pacific Clinical and Cultural Services Manager, Central
Capital and Coast	Registered Nurse	Director Pacific People's Health 2DHB	Change in report line	0	Registered Nurse	Pacific Clinical and Cultural Services Manager, Central
Capital and Coast	Social Worker	Director Pacific People's Health 2DHB	Change in report line	1	Social Worker	Pacific Clinical and Cultural Services Manager, Central
Capital and Coast	Senior Advisor, Pacific 2DHB	Interim Pacific National Commissioning Lead	Change in title and change in report line	1	Partnership and Network Manager	Regional Manager, Central
Counties Manukau	Fanau Ola Service Manager	General Manager	Change in title and change in report line	1	Pacific Clinical and Cultural Services Manager, Counties Manukau	HSS Pacific Group Manager, Counties Manukau
Counties Manukau	General Manager	Regional Pacific Lead, Northern	Change in title and report line	1	HSS Pacific Group Manager, Counties Manukau	Director Pacific Operations and Hospital and Specialty Services Improvements

Appendix 2: Positions proposed to be impacted (continued)

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Counties Manukau	Executive Assistant/Office Manager	General Manager	Change in title and report line	1	Personal Assistant	HSS Pacific Group Manager, Counties Manukau
Counties Manukau	Pacific Workforce Manager	General Manager	Change in report line	1	Pacific Workforce Manager	Programme Workforce Development Manager
Counties Manukau	Fanau Ola Cultural Advisor	Fanau Ola Service Manager	Change in report line	1	Fanau Ola Cultural Advisor	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Fanau Ola Social Worker Lead	Fanau Ola Service Manager	Change in report line	1	Fanau Ola Social Worker Lead	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Fanau Ola Nurse Leader	Fanau Ola Service Manager	Change in report line	1	Fanau Ola Nurse Leader	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Clinical Nurse Specialist	Fanau Ola Service Manager	Change in report line	1	Clinical Nurse Specialist	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Regional Nurse Co-ordinator	Fanau Ola Service Manager	Change in report line	1	Regional Nurse Co-ordinator	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Fanau Ola Co-ordinator	Fanau Ola Service Manager	Change in report line	1	Fanau Ola Co-ordinator	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Interpreter	Fanau Ola Service Manager	Change in report line	0	Interpreter	Pacific Clinical and Cultural Services Manager, Counties Manukau
Counties Manukau	Portfolio Manager	Manager	Change in report line	1	Portfolio Manager	Group Manager, Integrated Funding and Contracting
Hawke's Bay	Pacific Health Team Leader	Pacific Health Manager	Change in report line	1	Pacific Health Team Leader	Pacific Clinical and Cultural Services Manager Hawkes Bay
Hawke's Bay	Pacific Community Health and Wellbeing Lead	Pacific Health Manager	Change in report line	1	Pacific Community Health and Wellbeing Lead	Hospital and Specialty Services Pacific Group Manager Central Region
Hawke's Bay	Pacific Community Co-ordinator	Pacific Health Manager	Change in report line	1	Pacific Community Co-ordinator	Pacific Clinical and Cultural Services Manager Hawkes Bay
Hawke's Bay	Pacific Health Promoter	Pacific Health Manager	Change in report line	0.5	Pacific Health Promoter	Pacific Clinical and Cultural Services Manager Hawkes Bay
Hawke's Bay	Pacific Nurse Case Manager	Pacific Health Team Leader	Change in report line	1	Pacific Nurse Case Manager	Pacific Clinical and Cultural Services Manager Central
Hawke's Bay	Pacific Health Navigators	Pacific Health Team Leader	Change in report line	2	Pacific Health Navigators	Pacific Clinical and Cultural Services Manager Central
Hawke's Bay	COVID Pacific Navigators	Pacific Health Team Leader	Change in report line	2	COVID Pacific Navigators	Pacific Clinical and Cultural Services Manager Central
Hawke's Bay	Pacific COVID response Navigator	Pacific Community Health and Wellbeing Lead Pacific Health Team Leader	Change in report line	1.8	Pacific COVID response Navigator	Pacific Clinical and Cultural Services Manager Central
Hawke's Bay	Pacific Health Navigator, Emergency Response	Pacific Health Team Leader	Change in report line	0	Pacific Health Navigator, Emergency Response	Pacific Clinical and Cultural Services Manager Central

Appendix 2: Positions proposed to be impacted (continued)

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Hutt Valley	Principal Advisor Pacific 2DHB	Interim Pacific National Commissioning Lead	Change in title and reporting line	1	Partnership and Network Manager	Regional Manager, Central
Hutt Valley	Specialty Clinical Nurse	Director Pacific People's Health 2DHB	Change in report line	1	Specialty Clinical Nurse	Pacific Clinical and Cultural Services Manager, Central
Hutt Valley	Specialty Clinical Nurse	Director Pacific People's Health 2DHB	Change in report line	1	Specialty Clinical Nurse	Pacific Clinical and Cultural Services Manager, Central
NRA	Project Manager		Change in report line	1	Project Manager	Secretary, Fatu Fono (Senate)
Te Whatu Ora	Principal Advisor Pacific	Acting National Commissioner Pacific	Change in title and report line	1	Senior Portfolio Manager	Integrated Funding and Contracting Group Manager
Te Whatu Ora	Contracts Co-ordinator	Acting National Commissioner Pacific	Change in report line	1	Contracts Administrator	Provider Development Group Manager
Waitematā	Pacific Intelligence Lead	Project Manager, Professional	Change in title and report line	1	Health Analysis and Insights Group Manager	Director of Pacific Intelligence and Insights
Waitematā	Project Manager, Professional	Senior Project Manager	Change in title and report line	1	Portfolio Manager	Provider Development Group Manager
Waitematā	Director Pacific Health	Regional Pacific Lead, Northern	Change in title and report line	1	HSS Pacific Group Manager, Waitematā	Director Pacific Operations and Hospital and Specialty Services Improvements
Waitematā	Operations Manager	Director Pacific Health	Change in title and report line	1	Pacific Clinical and Cultural Services Manager	HSS Pacific Group Manager, Waitematā
Waitematā	Clinical Nurse Director	Director Pacific Health	Change in report line	1	Clinical Nurse Director	Pacific Clinical and Cultural Services Manager, Waitematā
Waitematā	Pacific Health Navigators	Director Pacific Health	Change in report line	1	Pacific Health Navigators	Pacific Clinical and Cultural Services Manager, Waitematā

Appendix 2: Positions not impacted

The following roles are not impacted. This means the role is substantively the same as the current role, and your reporting line remains the same. Your manager or your team may be in another team but the changes are structural rather than substantial. If you are in a fixed term role or a contractor, your role will continue under the fixed term or contract completes or we have a discussion and agreement with you about ending early or extending.

If your role has transferred to Te Aka Whai Ora, you are also not impacted.

District	Job Title	Manager Job Title	FTE
Counties Manukau	Programme Co-ordinator	Pacific Workforce Manager	1
Counties Manukau	Project Lead	Pacific Workforce Manager	2
Counties Manukau	Workforce Co-ordinator	Pacific Workforce Manager	2
Counties Manukau	Social Worker	Fanau Ola Social Worker Lead	6
Counties Manukau	Fanau Ola Nurse Case Manager	Fanau Ola Nurse Lead	2
Counties Manukau	Nurse Case Manager	Fanau Ola Nurse Lead	1
Counties Manukau	Fanau Ola Cancer Nurse Co-ordinator	Fanau Ola Nurse Lead	1
Te Whatu Ora	Executive Assistant	National Director, Pacific Health	1
Te Whatu Ora	Senior Portfolio Manager	National Director, Pacific Health	1

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 or Role	Position Title	Currently reports to	Comment
PaRCH team	Pacific Regional Co-ordination Hub Lead	Interim Regional Pacific Lead- Northern	Proposed to move to National Public Health Service as the PaRCH team leader
Auckland	Director of Nursing – Pacific	Executive Director of Nursing	Propose to move to Pacific Health Operations Team – Northern
	Nurse Director		
Capital and Coast	Principal Advisor Pacific Peoples	2DHB GM Community, Hospital and Specialty Services	Propose to move to Hospital and Specialty Services
	Pacific Engagement Lead		
	Specialty Clinical Nurse		
	Pacific Inpatient Navigator		
Counties Manukau	Analyst	Health Gain Manager	Propose to move to Service Innovation and Improvement

#	Question	Answer
1	Why is a new structure needed for Pacific Health?	<p>Te Whatu Ora is working to transform the health system to ensure greater equity and better health service delivery for our communities. We know that many areas of the health system are not working well for Pacific people. Our vision is a future where Pacific families live longer, healthier lives, and we need the right structure, roles and operating model to be able to achieve that.</p> <p>The first phase of organisational change, Unify to Simplify, was about building a new 'team of teams' within Pacific Health by unifying our widely dispersed teams and simplifying our structure and reporting lines. In this next phase of change – Simplify to Unify - we are proposing structural changes to support consistent national planning, empower regional implementation and integration, and locally tailored delivery of care.</p> <p>In addition, the proposed changes align the structure of the Pacific Health Group with the outcomes and goals in Ola Manuia Interim Pacific Health Plan. Ola Manuia was developed through a robust process that involved significant engagement and consultation with Pacific communities, providers, and other stakeholders, ensuring it is a plan that is endorsed by those it intends to support.</p>
2	What changes are proposed, and which teams will be impacted?	<p>Further detail can be found in the consultation document, including those roles that may be impacted or significantly affected along with potential new roles in the proposed structure.</p> <p>The new structure will bring together several functions previously carried out by Manatū Hauora – Ministry of Health, and by teams located in the former District Health Boards, all with different accountabilities and roles. The proposed operating model comprises seven functions: Pacific Commissioning, Pacific Intelligence and Insights, Operations and Hospital and Specialist Service Improvement, Workforce Development, Transformation/Change, Office of the National Director, and Region teams.</p> <p>We will achieve greater efficiency and deliver better outcomes by bringing together similar functions, reducing unnecessary duplication, and integrating where it makes sense to do so.</p> <p>The consultation document explains the different roles within each function and where reporting lines may shift, to integrate similar teams. New Tier 3 (direct reports to the Executive Leadership Team) are outside the scope of consultation because they did not exist in previous entities. The process to begin advertising and recruiting for Tier 3 roles is underway.</p> <p>This consultation covers Tiers 4, 5 and 6 of the Pacific Health Group operating model.</p>
3	What are the intended benefits of the proposed new structure?	<p>Our intention is that the proposed structure will enable us to improve equity for Pacific people and the care we provide to Pacific patients, whānau and communities.</p> <p>With Te Whatu Ora staff working in Pacific Health roles in different parts of Aotearoa, we are proposing to set up the Group so we can deliver positive change for our communities and our staff can do their jobs well, surrounded by the right support.</p> <p>The proposed team framework will improve service delivery, including equity leadership in partnership with Te Aka Whai Ora. It will bring Pacific commissioning roles together under one directorate to plan and fund more appropriate solutions, provide more robust and joined up intelligence, forge stronger partnerships with providers and communities and ensure Pacific health is included across all priority programmes of work, such as workforce capability.</p>

#	Question	Answer
4	How will the proposed operating structure link to other business units?	<p>The proposed structure has a strong equity focus and we will work closely with Te Aka Whai Ora on system changes that benefit both Māori and Pacific health and wellbeing outcomes. You will see in the proposed structure diagrams where we link in with key roles within Te Aka Whai Ora.</p> <p>We will work closely across business units and with our communities to deliver system-wide improvements for Pacific people. Our teams will be supported by business partnering arrangements. For example, Enabling functions such as Finance, People and Culture and Communications and Engagement, will provide business partnering to Delivery teams.</p>
5	How was the proposed structure designed?	<p>The Pacific Health leadership team has worked to identify the core functions that are the building blocks for our future. Each function has been developed based on the structures, enablers, networks, and relationships that are needed to deliver an effective and community responsive service at a national, regional, and local level.</p>
6	Will everyone who currently works in Pacific health, have a role in the new Group?	<p>For some people in Pacific health, the proposed changes will mean their role will be impacted or significantly affected, in some cases this will mean the role is disestablished.</p> <p>If your role is impacted or significantly affected/disestablished, you will have already been advised and will have received a notification letter.</p> <p>The proposed structure includes a number of new roles and opportunities. Our goal is to retain as many Pacific health staff as possible. New roles will be advertised and anyone will be able to apply for them.</p>
7	Why are there some Pacific-specific roles that sit outside the Pacific Health Group?	<p>The foundations of our new health system, outlined in the Pae Ora (Healthy Futures) legislation include 'Health equity matters for everyone'. As part of the overall transformation, there are some strategically placed Pacific health roles that sit outside the Pacific Health Group. These roles are important to ensure that achieving Pacific health equity is a priority across our health sector and they will work closely with the Pacific Health Group.</p>
8	Who makes the final decision on the proposal and how will this be communicated to staff?	<p>When the consultation period ends, all your feedback will be collated, reviewed, and considered. This is a process that involves HR and the National Director Pacific Health.</p> <p>When a decision is made the Pacific Health Group will release and circulate the final decision document.</p>
9	What happens to key projects and programmes I am working on if my role changes?	<p>If your role changes, there will be a transition process as you move into your new role. Some work will stop, but relationships with stakeholders will continue into regional and national structures. Your new manager will work with you to identify what work to keep and what to stop.</p> <p>If, under the new structure, some projects or tasks are managed by a different role, your manager will work with you on this too.</p>

Appendix 4: Engagement Plan

Engagement Activity	Location	Venue	Date	Time	Commissioning Presenters
Webinar All Pacific Health Staff	Online	Online	Thurs 13 April	3.30 – 4.00pm	Markerita Poutasi Fiona McCarthy
Face-to-face: Northern Region	Counties Manukau	Ko Awatea Centre, Lecture Theatre 2 Middlemore Hospital	Friday 14 April	9:00am – 10:00	Markerita Poutasi Fiona McCarthy
	Te Toka Tumai	Executive Suite Tutarau Room Level 12, Auckland City Hospital	Friday 14 April	11:00am – 12:00pm	Markerita Poutasi Fiona McCarthy
	Waitemata	North Shore Hospital, Boardroom 15 Shea Terrace	Friday 14 April	2:00 – 3:00pm	Markerita Poutasi Fiona McCarthy
Face-to-face: Central Region	Wellington	Spark House, Room 6.01 44-48 Willis Street	Tuesday 18 April	9:00am – 10:00am	Markerita Poutasi Fiona McCarthy
	Hutt Valley	Grace Neil Block, Te Taha Hinegaro Meeting Room Level 12, Wellington Regional Hospital	Tuesday 18 April	11:30am – 12:30pm	Markerita Poutasi Fiona McCarthy