



Position description

Position	Director-General and Chief Executive
Department	Ministry of Health
Position Purpose	<p>The Director-General of Health will be responsible for:</p> <ul style="list-style-type: none">• providing active stewardship and leadership across the health and disability system to ensure it provides the highest levels of care, support and treatment, wherever people live in New Zealand• delivering high-quality policy advice to Government on the health system and maintaining the regulatory environment and national policy settings that support the health sector in providing good quality services for New Zealanders• working collectively with other chief executives in health sector agencies to implement changes to the health and disability system and link these changes with improvements more broadly in the social and economic sectors• leading a large and complex Ministry accountable for delivering the end to end process from policy to operational delivery. <p>Government has set ambitious objectives for the health system, with a focus on addressing inequities. It intends to invest in the health system to provide the highest levels of care, support and treatment, wherever people live in New Zealand. To achieve these targets the Ministry will need to actively and effectively lead the health and disability system, collaborating with health sector leaders, iwi, communities, employers and other government agencies.</p> <p>To provide effective stewardship the Director-General will need to develop a leadership model with wider health sector agencies that creates a systematic approach to improving equity and funding of health services with particular focus on mental health, primary care and cancer services. The Director-General will need to ensure the Ministry is more skilled and active in engaging with its partners, ranging from families and community groups, through to health practitioners, District Health Boards and other government agencies. To do this the Director-General will need to communicate effectively with people to build the understanding of the sector's needs and to share more of the Ministry's plans and priorities.</p> <p>The task facing the incoming Director-General of Health is large and complex. The Director-General will need to ensure there is coherent and aligned provision of high quality policy advice across the health system addressing challenges in primary, secondary and tertiary care, with a particular focus on making improvements in primary care and ensuring they are well implemented. The Director-General will need to lead the Ministry to build further operational capability, enhance the</p>

organisational culture to improve cohesion, agility and responsiveness and overall quality of its delivery.

The incoming Director-General will need to advise Ministers on the future direction and shape of the Ministry and its role in the health system. Consideration will need to be given to the current arrangement of functions between the Ministry and the statutory health Crown entities and advising Ministers on how the Ministry's operational functions could be delivered in new and different ways to drive improvement in outcomes for New Zealanders.

To lift Ministry performance at the same time as implementing an important Government agenda, we are looking for a seasoned Director-General who is:

- experienced in taking a stewardship approach to advising Ministers on the future direction, sustainability and performance of complex systems
- experienced in managing and leading change in a large and complex organisation responsible for delivering the end to end process from policy development to operational delivery
- capable of leading further development of the direction and shape of the Ministry, the arrangement of functions between the Ministry and the statutory health Crown entities
- skilled in developing a cohesive and high-performing leadership team
- experienced in cross-sector governance and leading change across a devolved system or sector through influence and persuasion
- highly skilled at managing relationships with Ministers, chief executives, non-government providers, and stakeholders within and beyond the New Zealand State sector
- not necessarily from the health and disability sector, but is committed to the contribution of health to economic and social outcomes for New Zealand and has a deep respect for the sector, and can quickly come up to speed with health sector issues.

Key external relationships

Government and Parliament:

- Minister of Health and Associate Ministers of Health
- Minister of Finance
- Social sector Ministers.

Sector:

The Director-General and the Ministry support the Minister of Health in his/her responsibilities in the governance and performance of District Health Boards and other Crown entities and Crown companies in the Health portfolio. These include:

- DHBs (20)
- Health Promotion Agency
- Health Quality & Safety Commission
- Health Research Council of New Zealand
- New Zealand Blood Service

- Pharmaceutical Management Agency (PHARMAC).

The Ministry works closely with the Health and Disability Commissioner which is an independent Crown entity.

The Ministry works closely with many other government agencies in pursuing the Government's priority outcomes including social, justice, sport and recreation and central agencies.

The Ministry works with a wide range of private and non-governmental organisations, including professional and regulatory health sector organisations and unions.

Communities and the public:

- Health and disability sector
- Local government and community organisations, including NGOs
- Emergency management sector, including central and local government
- Organisations representing the interests of Māori/iwi
- Organisations representing the interests of Pacific peoples and other ethnic groups.

Performance profile

Critical success priorities

New Zealand's public health system needs to perform at a high level, be accessible to all New Zealanders and provide high quality care. The Director-General needs to lead the Ministry in preparing the health system for the future as the demand for health services continues to grow. At the same time, significant technological advances in healthcare will both improve outcomes for individuals and increase costs in some areas.

Critical success priorities are to increase accessibility and equity across the system to achieve improved health outcomes, (particularly for Māori and low income families) and doing so within the Government's approved funding envelope. Reducing disparities in health outcomes is a priority.

Within these, specific priorities include:

- increasing access to mental health and addiction services, including supporting a mental health inquiry and re-establishment of the Mental Health Commission
- the establishment of a medicinal cannabis scheme that enables access to products made to a quality standard in a timely fashion
- improved accessibility to primary care, both in availability and affordability of care
- supporting improvements to New Zealand's drinking water legislation, monitoring and regulation
- maintaining, building on and future-proofing New Zealand's core health infrastructure
- introducing legislation to regulate therapeutic products
- transforming the disability service sector into a consumer-led, empowering and responsive system
- assisting in the achievement of whole-of-government priorities.

Accountabilities

Excellent leadership by public service chief executives is essential to high performing departments and a high performing public service. Chief executives are required to work collaboratively in a spirit of service and strive towards the overall goal of a system of world class, professional State Services, serving the Government of the day and meeting the needs of all New Zealanders. As a Chief Executive in the New Zealand Public Service you will be accountable for:

- the Ministry carrying out the purpose of the State Sector Act, the Public Finance Act, and other relevant statutes and legislation
- the Ministry's response on matters relating to the collective interests of government
- the stewardship of the Ministry, including of its medium and long-term sustainability, organisational health, capability, and capacity to offer free and frank advice to successive Governments
- the stewardship of the assets and liabilities that are used by or relate to the Ministry, and the legislation administered by the Ministry
- giving effect to whole of government requirements on matters such as procurement, property management, ICT, security and privacy
- the performance of the functions and duties and the exercise of the powers of the Ministry
- the tendering of free and frank advice to Ministers
- the integrity and conduct of the Ministry's employees
- the efficient and economical delivery of the services provided by the Ministry and how effectively those services contribute to the intended outcomes.

Operational accountabilities

The Director-General is accountable to the Minister of Health. The specific responsibilities of the Chief Executive are set out in section 32 of the State Sector Act 1988 and sections 34-35 of the Public Finance Act 1989. Those of the Director-General of Health are primarily contained in the New Zealand Public Health and Disability Act 2000 and the Health Act 1956, with various specific provisions in other relevant legislation.

The Ministry of Health, under the leadership of the Director-General, seeks to improve, promote and protect the health of New Zealanders through:

- working with the sector to improve service delivery, through lifting the performance and value of current models of service and introducing new models of service; and
- improving collaboration across health and other sectors, and with communities and individuals, to address the non-health determinants of health outcomes, and health's contribution to other life outcomes.

The Ministry does this, in partnership with others, by:

- getting right the policy settings that will enable, incentivise and support these changes: articulating a clear vision and strategic direction and providing clarity on the roles, responsibilities, and accountabilities within the sector
- using the correct levers to implement those policy settings. These include:
 - a. leadership and relationships throughout and beyond the sector
 - b. changes to legislation, regulation, and other legislative instruments where that is necessary, for instance in addressing institutional arrangements

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- c. the way in which services are commissioned
 - d. ownership
 - e. provision of information that helps and allows all contributors to align their contributions building the organisational and business models that make new service models possible
 - f. providing an enabling environment with the right workforce, information systems, technologies, facilities and other capital items

The Ministry has around 1100 staff, with twelve direct reports to the Director-General of Health. The Ministry has a number of people that hold specific statutory roles.

In addition to responsibilities under the State Sector Act 1988, the Director-General of Health has a number of other statutory powers and responsibilities under various pieces of health legislation. These include:

- powers relating to the appointment and direction of statutory public health officers, oversight of the public health functions of local government and authorisation of the use of special powers for infectious disease control under the Health Act 1956
- powers to certify providers under the Health and Disability Services (Safety) Act 2001
- powers to issue guidelines under the Intellectual Disability (Compulsory Care and Rehabilitation) Act 2003 and other Acts.

The Director-General is the Psychoactive Substances Regulatory Authority under the Psychoactive Substances Act 2013.

In 2016/17, Vote Health operating appropriations in excess of \$16 billion.

Further information on the Ministry of Health is available at:

<http://www.health.govt.nz/>.

Person profile

Leadership and Stewardship Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.

Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.

The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.

Chief executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.

Position specific competencies	<i>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to: https://www.ssc.govt.nz/leadership-success-profile</i>
Leading strategically	Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.
Lead with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
Leading at the political interface	Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
Achieving through others	Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.
Enhancing team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Honest and courageous	Delivers the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government Secret security clearance.</i>

Up to date information on the Ministry of Health's outcomes, organisational structure, dimensions and appropriations can be most easily found in the briefings to the Incoming Minister of Health 2017.

The following links are to these documents on the Ministry of Health's website:

<http://www.health.govt.nz/publication/briefing-incoming-minister-health-2017-new-zealand-health-and-disability-system> and <http://www.health.govt.nz/publication/briefing-incoming-minister-health-2017-new-zealand-health-and-disability-system-organisation>

A list of the Acts and regulations administered by the Ministry of Health can be found on the Ministry's website at: <http://www.health.govt.nz/about-ministry/legislation-and-regulation/legislation-ministry-administers>

Leadership Success Profile

