

14 August 2019

[REDACTED]

E-mail: [REDACTED]

Dear [REDACTED]

### **Official Information Act (1982) Request**

I write in response to your Official Information Act request, dated 19 July 2019. You requested the following information, and our responses are below each request:

**(i) An official approved copy of the full Job Description of the General Manager for the following departments:**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*

The two Job Descriptions are provided (**attached appendix 1**), as posted for the recruitment campaign.

**(ii) The minimum academic and professional qualifications for the position of General Manager as approved by the State Services Commission, or a similar public body for the following departments:**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*

The minimum and desired qualifications and experience are outlined in the Job Descriptions provided. This is consistent with similar roles in senior leadership at NZ district health boards.

**(iii) The minimum number of years of experience required in a senior management capacity for the following departments:**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*

The experience requirements are outlined in the Job Descriptions provided. This is consistent with similar roles in senior leadership at NZ district health boards.

**(iv) Your Scorecard index for health equity (or any similar analysis) in CMDHB, with comparisons to national and regional benchmarks of similar sized populations.**

We use a wide variety of tools and measures to monitor and improve our performance in terms of health equity. We use equity based tools, including Health Impact Assessment (HIA), and the Health Equity Assessment Tool (HEAT) to help the DHB teams tackle health inequalities when making health service allocation decisions.

Our strategy and planning cycle consistently references the importance of health equity, both in provision and outcomes. Equity tools, measures and planning occur across a range of services, particularly related to long term condition management, and in evaluation of services.

We believe the CMDHB Annual Plan, Annual Report, and Māori Health Plans, including results of all key targets by ethnicity groups – provide useful information and these all publicly available on our website:

- <https://www.countiesmanukau.health.nz/about-us/performance-and-planning/planningdocuments/>

For the Counties Manukau community, we target outcome improvements to achieve health equity and we report and compare results over time by ethnic group. To make more visible the health equity gaps, we have chosen the 'New Zealand European/Other' ethnic group as our 'local healthy equity comparator' target. We also contrast this with national targets to reflect the health sector performance expectations of District Health Boards and their related providers. These outcomes are set and defined in our Annual Plans, and measured and reported in our Annual Report.

We submit Quarterly Non-Financial performance reporting to the Ministry of Health on a range of measures, and Key Performance targets. Many of these are now reported by key ethnic groups, including Māori, Pacific, Asian and whole population. Summaries of these quarterly results are presented to the CMDHB Board, and are publicly available in CMDHB Board agendas on our website:

<https://countiesmanukau.health.nz/about-us/governance/board-and-committees/>

The Auckland region has also worked to address Māori health outcomes across the entire health systems, via the agreement of System Level Measures in 2017/18 which focussed on long term conditions.

- <https://countiesmanukau.health.nz/assets/About-CMH/Reports-and-planning/2017-18-Metro-Auckland-System-Level-Measures-Improvement-Plan.pdf>

Many services also submit to and receive data from the Australasian Health Roundtable, and to Australian Rehabilitation Outcomes Centre (AROC), which provides benchmark data across a wide range of measures of health services performance nationally and internationally.

**(v) The total FTE's with a breakdown in terms of Clinical, Non-Clinical and Allied Services staff (with separation of functional and administrative reporting) for the following departments**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*
- *Note: Staff of third party contracted services are not be included in the FTE's, as their responsibilities will be guided by a written contract/ agreement with the service provider.*

- a) Surgery, Anaesthesia, Perioperative Services: Total of 1,289.44 FTEs in services. The 2018/19 FTE Establishment for the Division was 1,370 FTE.

Division: Surgery, Anaesthesia, Perioperative Services	
<b>Occupational Groups (HWIP)</b>	<b>SUM of FTEs</b>
Allied and scientific	135.91
Care and support	19.60
Corporate and other	51.84
Junior Medical	155.35
Nursing (including RN, EN and HCA)	769.47
Senior Medical	157.27
<b>Grand Total</b>	<b>1,289.44</b>

Source Payroll (does not reflect those on casual contracts, parental leave or any vacancy).

Surgical services (primarily acute at Middlemore Hospital, and elective at Manukau Surgical Centre) and outpatient services include sub-specialities - Anaesthetics & Pain, Ear Nose & Throat, Plastics/ Hands (regional), Orthopaedics/ Spinal (supra-regional), Ophthalmology, Urology, Vascular and General Surgery.

Specialist care facilities include the National Burns Centre, Critical Care complex - Intensive Care, High Dependency Unit, and Post-operative Care Unit (MSC). The Middlemore Theatre admission/ discharge Unit and the Manukau Day Surgery service.

- a) **Division of Medicine:** Total of 815.61 FTEs within services, noting new structure from July 2019 (previously the Division included Emergency Department, and integrated care services).

The 2018/19 FTE Establishment for the entire Emergency Dept, Medicine and Integration Division was 1,249 FTE, prior to the recent restructure. The table below does not include Emergency Dept or Integration services.

Division: Emergency Dept, Medicine and Integration	
Sub division: Division of Medicine	
<b>Occupational Groups (HWIP)</b>	<b>SUM of FTEs</b>
Allied and scientific	65.71
Care and support	0.80
Corporate and other	68.03
Junior medical	104.00
Nursing (including RN, EN, HCA and MW)	482.27
Senior medical	94.80
<b>Grand Total</b>	<b>815.61</b>

Source Payroll (does not reflect those on casual contracts, parental leave or any vacancy).

Department of Medicine services include Acute and elective inpatient and outpatient services for subspecialty Cardiology, Dermatology, Diabetes/ Endocrinology, Gastroenterology, Haematology, Oncology and Palliative Care, Renal, Respiratory, Screening (Breast & Bowel) and General Medicine.

**(vi) The total FTE's that are direct reports to the General Manager with a breakdown in functional and administrative reporting for the following departments**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*

a) Surgery, Anaesthesia, Perioperative Services: Total Direct Reports 10 FTE

b) Emergency Dept, Medicine and Integration Division of Medicine: Total Direct Reports 8 FTE

We note there are requirements for both roles to develop and sustain effective relationships with a range on individuals who have no reporting relationship to these General Managers roles. These include relationships with staff in DHB corporate services, Professional leaders, clinical and non-clinical support service managers and wider staff. Further, the roles are only successful by working effectively with other stakeholder organisations and entities, including outsourced service providers, funders and metro regional DHBs.

**(vii) The number of hospital beds in Middlemore Hospital allocated to the following departments**

- *Surgery, Anaesthesia, Perioperative Services, Counties Manukau Health*
- *Medicine, Counties Manukau Health*

The most current details for all services at CM Health, including satellite sites are provided (**attached appendix 2**), noting that the Surgical services manage inpatient facilities at Manukau Surgical Centre.

There are currently 217 resourced Adult Medical beds, including coronary care, and 268 resourced Adult Surgical Beds, including Manukau surgical centre. Bed allocation and capacity management is adjusted on a daily basis depending on demand. We further note that most services also have day treatment and short stay services, which may not be reflected in bed numbers.

I trust this information satisfactorily answers your query. If you are not satisfied with this response you are entitled to seek a review of the response by the Ombudsman under section 28(3) of the Official Information Act.

Please note that this response or an edited version of this may be published on the Counties Manukau DHB website.

Yours sincerely,



Fepulea'i Margie Apa  
Chief Executive Officer  
**Counties Manukau Health**



**POSITION DESCRIPTION**

# General Manager Medicine

This position is not considered a children’s worker under the Vulnerable Children Act 2014

Position Holder's Name: .....

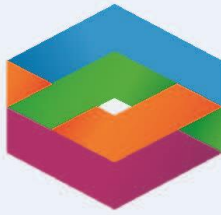
Position Holder's Signature: .....

Manager/Supervisor's Name: Clinical Director Medicine

Manager/Supervisor's Signature: .....

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<b>Document ID:</b>		<b>Version:</b>	1.0
<b>Department:</b>	SLT	<b>Last Updated:</b>	22/05/2019
<b>Document Owner:</b>	CEO	<b>Next Review Date:</b>	
<b>Approved by:</b>	CEO	<b>Date First Issued:</b>	
<b>Counties Manukau Health</b>			



# Healthy Together

## Our Strategic Goal

***We care about achieving health equity for our community.***

Together, the Counties Manukau health system will work with others to achieve equity in key health indicators for Maaori, Pacific and communities with health disparities by 2020.

We will measure the impact we have on healthy life years every year. This is our commitment to act and be deliberate in our choices and priorities.

This means that people will live longer healthier lives in the community.

## Our Shared Values

### Kind

Care for other people's wellbeing.

### Excellent

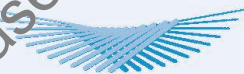
Safe, professional, always improving.

### Valuing everyone

Make everyone feel welcome and valued.

### Together

Include everyone as part of the team.



COUNTIES  
MANUKAU  
HEALTH



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## PURPOSE OF THE POSITION

This role is accountable to the Clinical Director for the delivery of safe and effective services within Medicine.

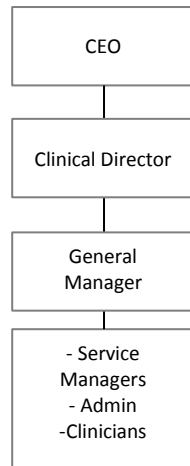
The General Manager is accountable for delivering sustainable results on matters delegated by the Clinical Director. Key result areas include:

- Care provided to patients, including instilling a culture of care amongst medical practitioners, staff and patients and providing a positive patient experience.
- Patient experience.
- Health equity. Contribute to and improve health outcomes and indicators for Māori, Pacific and communities with health disparities.
- Staff engagement, satisfaction, and development. Create a work environment which maximises kindness, working collaboratively, engagement, job satisfaction, and professional development.
- Patient safety and flow.
- Financial performance and sustainability.

The role reports through to the Clinical Director to key audiences e.g. Executive Leadership Team and Counties Manukau District Health Board.

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**PLACE IN THE ORGANISATION**



This structure represents the current accountabilities reporting to the Clinical Director through the General Manager. The Clinical Director has the authority to change this structure and adjust reporting lines as appropriate to be fit for purpose for the effective functioning of the Division.

**NATURE AND SCOPE OF RESPONSIBILITIES**

Key Accountabilities	Standards / Achievements
<p><b>Leadership and Performance Management</b></p>	<p>As delegated by and in partnership with the Clinical Director:</p> <p>Provides leadership to staff in the Division, by leading by example and promoting Counties Manukau Health (CM Health) vision and values across all staff.</p> <ul style="list-style-type: none"> <li>• Provides clear communication of CM Health and Division priorities and expectations so that they are understood and teams are delivering services to the highest quality</li> <li>• Manages the highly complex nature of the business area and ensures that the appropriate business plans are developed and delivered within budget and are aligned with the CM Health Annual Plan and objectives and the SLT strategy</li> <li>• Provides assistance to the Clinical Director in the development of Division plans</li> <li>• As a member of the Senior Leadership Team identify and promote sustainable outcomes as a key requirement in all strategies and organisational goals – raising issues of risks and providing mitigations.</li> <li>• Provides leadership within delegation to resolve day to day operational issues within the Division.</li> <li>• Ensures that the service culture is consistent with CM Health values; that the working environment is safe and</li> </ul>



Key Accountabilities	Standards / Achievements
	<p>healthy; and that highest levels of patient care are maintained</p> <ul style="list-style-type: none"> <li>• Demonstrate the model of partnership with clinicians and managers for the benefit of patients, staff, and services.</li> <li>• Works within delegated authority to ensure service clinician and managers deliver their objectives through regular performance review meetings and effective team structure.</li> <li>• Ensures appropriate data is utilised within the Division to monitor and track performance to satisfy reporting requirements and that remedial action can be taken as and when needed to resolve performance issues.</li> <li>• Ensure that efficient, innovative and clinically effective systems and processes are in place to deliver patient-centric services.</li> <li>• Leads changes and innovation to promote service sustainability and financial viability.</li> <li>• Has effective systems and controls in place to ensure adherence to delegations, budget limits and all CM Health policies.</li> <li>• Be savvy and politically aware whilst maintaining integrity.</li> <li>• In leading as a senior manager, put people first, because it's people who do the work and who care for patients</li> <li>• Apply a process that ensures nursing staff are listened to in your division.</li> <li>• Practice management by walking around to ensure you are visible and easy to communicate with, e.g. visit team members and staff in the wards</li> <li>• Ensure employees are recognised and appreciated for their contributions.</li> <li>• Be as concerned with managing down and outwards, as with managing up.</li> <li>• Treat people well.</li> </ul>
<p><b>Staff Engagement and Management</b></p>	<p>As delegated by Clinical Director:</p> <ul style="list-style-type: none"> <li>• Ensure staff are recruited and retained with a focus on developing high performing teams</li> <li>• Manage the workforce to ensure individual and team performance meets the needs of the Division</li> <li>• Ensure annual performance processes are performed according to organisational policy.</li> <li>• Ensure nurses are, and feel, valued and appreciated for their work.</li> <li>• Encourage opportunities for personal and professional</li> </ul>

Key Accountabilities	Standards / Achievements
	<p>development to occur with the aim of retaining valued staff within the organisation.</p> <ul style="list-style-type: none"> <li>• Promote a collaborative environment with leaders, partners and staff across the system.</li> <li>• Develop a workforce strategy, which is responsive to best practice changes in models of care; ensures business sustainability; provides for team led patient care; and establishes an effective skill mix.</li> <li>• Embeds positive performance management to ensure all staff are clear on their role and deliverables. Staff are monitored, managed and developed to ensure delivery against objectives and capability</li> <li>• Promote a collaborative environment with trade union partners and staff across the system, by establishing and effectively utilising practices and processes for communication, constructive debate, conflict resolution, identifying opportunities for innovation and joint problem solving.</li> </ul>
<p><b>Financial Management</b></p>	<p>As delegated by Clinical Director:</p> <ul style="list-style-type: none"> <li>• Financial obligations are met and that all staff work within defined budget parameters and that they comply with delegated authorities and financial policies and processes</li> <li>• The physical people and financial resources are managed within budget parameters</li> <li>• Reporting on budget position is managed across the Division, ensuring internal and external financial targets are achieved (in line with accountabilities), including maximising income opportunities and the delivery of efficiency savings</li> <li>• Large, complex and multi-stranded budgets are managed in an environment that constantly fluctuates</li> <li>• There is effective resource utilisation and expenditure against cost improvement targets.</li> </ul>
<p><b>Strategy, Change Management and Service Improvement</b></p>	<p>As delegated by the Clinical Director and works with the CMO, Chief Nurse, Director of Midwifery, and Chief of Allied Health, Scientific &amp; Technical Professions to:</p> <ul style="list-style-type: none"> <li>• Identify both new opportunities for the Division from changes in the external environment or internal innovation and potential risks and ways to mitigate them</li> <li>• Contribute to the development and delivery of CM Health strategy and policies and ensure the Division supports the delivery of CM Health requirements</li> <li>• Lead change management programmes within the</li> </ul>

Key Accountabilities	Standards / Achievements
	<p>portfolio, ensuring all projects are completed on time, to budget and targets</p> <ul style="list-style-type: none"> <li>• Ensure all co-ordination and collaboration with other stakeholders is undertaken to ensure change is delivered safely and is implemented effectively</li> </ul>
<b>Risk and Governance</b>	<ul style="list-style-type: none"> <li>• Ensure compliance with appropriate statutory and other relevant regulations and standards.</li> <li>• Ensure appropriate management of risk and a governance framework exists within the Division</li> <li>• Develop and manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance and clinical governance standards, other CM Health policies and processes and best practice requirements</li> <li>• Manage the resolution of complaints and issues from patients and whaanau, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner, in line with CM Health policies, procedures and service delivery values and priorities.</li> <li>• Support root cause analysis and trend analysis of all complaints and adverse incidents</li> </ul>
<b>Matters which must be referred to the Clinical Director</b>	<p>Judgement should always be used when referring matters to the Clinical Director, but should include:</p> <ul style="list-style-type: none"> <li>• significant financial issues or risks</li> <li>• significant human resources issues or risks</li> <li>• significant quality or safety issues or risks</li> <li>• serious clinical standards failure or near misses</li> <li>• any emerging factors that could prevent achievement of the service/s objectives at year end</li> <li>• any emerging factors that could prevent budget achievement at year end</li> <li>• any matter that may affect the reputation of the service/s or Counties Manukau District Health Board</li> </ul>
<b>Health Equity</b>	<ul style="list-style-type: none"> <li>• Help identify and promote health equity outcomes as a key requirement in all strategies and organisational goals.</li> <li>• Help ensure CMH systematically prevents and treats ill health as early and effectively as possible for every person every day, so that people in Counties Manukau are healthier and the health system is sustainable and high quality.</li> <li>• Promote the recruitment and retention of more Maaori, Pacifica, and Asian health professionals into the CM Health workforce.</li> <li>• Work collegially and effectively with colleagues in Maaori</li> </ul>

Key Accountabilities	Standards / Achievements
	Health and Pacific Health

Key Accountabilities	Standards / Achievements
<p data-bbox="124 495 481 526"><b>Cultural Safety &amp; Diversity</b></p> <p data-bbox="124 568 660 642"><b>Commitment to the principles of Treaty of Waitangi</b></p> <p data-bbox="124 701 395 734"><b>Honouring Diversity</b></p>	<p data-bbox="699 568 1465 952">The principles of partnership, participation, and protection underpin the relationship between Government and Maaori under the Treaty of Waitangi and are integral to CM Health strategy and service delivery to improve health gains of the community and achieve health equity. It is the responsibility of senior leadership to ensure the principles are incorporated within strategy and that relevant measures related to health gain and health equity are incorporated within service plans and delivery.</p> <ul data-bbox="699 1070 1465 1534" style="list-style-type: none"> <li>• <b>Partnership</b> involves working together with iwi, hapuu, and whaanau and Maaori communities to develop effective strategies for Maaori health gain and appropriate health and disability services.</li> <li>• <b>Participation</b> requires Maaori to be involved at all levels of the health and disability sector, including in decision-making, planning, development and delivery of health and disability services.</li> <li>• <b>Protection</b> involves the DHB working to ensure Maaori have at least the same level of health as non-Maaori, and safeguarding Maaori cultural concepts, values and practices.</li> </ul>
<p data-bbox="124 1675 542 1709"><b>Utilise Information Technology</b></p>	<ul data-bbox="699 1630 1465 1915" style="list-style-type: none"> <li>• Demonstrate ability to access and use available clinical information systems.</li> <li>• Is conversant with applications required for specific discipline/role. For example, i.PM, Concerto, Outlook, etc.</li> <li>• Maintains own professional development by attending relevant IT educational programmes.</li> </ul>

## COMMUNICATION AND INTERPERSONAL SKILLS

Internal relationships:

- Divisional Clinical Director
- CEO
- CFO
- CEO's office
- Executive Leadership Team
- Senior Leadership Team
- Professional Leadership Team
- Managers
- Planning & Funding
- Other CM Health Operating and Corporate Functions
- Clients/Customers/Patients
- Maori Health
- Pacific Health

Externally there will be contact with:

- Patients and their Whaanau
- Private providers
- Suppliers
- Non-Government Organisations and Social Sector Groups
- Other DHBs
- Ministry of Health
- Regional and National Steering Groups and Forums

## SCOPE FOR ACTION

Matters which must be referred to the CEO include:

- Significant financial issues
- Significant human resources issues
- Significant quality or safety issues
- Significant legal issues
- Serious standards failure
- Any emerging factors that could prevent achievement of service/division objectives
- Any emerging factors that could prevent delivery within agreed budget
- Any matter that may affect the reputation of the services, division, hospital, or organisation

## DIMENSION OF THE POSITION

Will be responsible to the Clinical Director for the achievement of agreed objectives and operates within the confines of Counties Manukau Health.

## POSITIONS REPORTING IN THIS ROLE (numbers)

**Directly:** <10 people in total

**Indirectly:** 1,200 (approx)

## AUTHORITIES

### Financial Authority for Supplies & Services Expenditure

Operating expenditure, including approval of requisitions/purchase orders/invoices related to general operating expenses approved via Oracle: the limit is **\$50,000**.

This is level F within the schedule of delegated authority.

### Authority to Hire or Dismiss Employees

This role has authority to hire, promote, discipline employees with consultation and/or sign-off from manager and in conjunction with Human Resources.

## PERSON SPECIFICATIONS (requirements for the role)

	Minimum	Preferred
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Appropriate Tertiary qualification</li> <li>• Evidence of ongoing personal, professional and leadership development</li> </ul>	<ul style="list-style-type: none"> <li>• Post-graduate qualification in a relevant discipline</li> </ul>
<b>Experience (including years)</b>	<ul style="list-style-type: none"> <li>▪ Experience leading services in an environment of fiscal constraint, cost recovery and revenue maximisation</li> <li>▪ Experience and strong evidence of an ability to develop a culture of innovation, performance and transparency focussed on the customer.</li> <li>▪ Experience in delivering sustainable system and process performance improvement.</li> <li>▪ Experience of managing large, multi-stranded budgets from a range of income sources and demonstrable examples of ability to respond to financial</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate clear understanding of the NZ Health Sector</li> <li>▪ Demonstrate project management experience</li> <li>▪ Experience delivering effective services in healthcare or similar industries as a senior manager in a large, multifaceted environment including staff management, financial management and change management.</li> <li>▪ Experience growing a diverse workforce,</li> </ul>

	<p>insecurities and fluctuations</p> <ul style="list-style-type: none"> <li>▪ Extensive in-depth demonstrable success in delivering change and performance improvement with and through teams, by engaging them in the direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback</li> <li>▪ A strong track record of managing complexity and risk whilst maintaining high standards of service delivery</li> <li>▪ Proven capacity/operational planning experience</li> <li>▪ Ability to manage many stakeholders</li> <li>▪ Ability to manage conflict</li> <li>• Knowledge of the implications of the Treaty of Waitangi with a commitment to biculturalism</li> <li>• Demonstrated experience with quality improvement processes and quality risk management.</li> </ul>	<p>especially Maaori and Pacific, and improving cultural responsiveness of services</p> <ul style="list-style-type: none"> <li>• Experience in service improvement across both Primary and Secondary healthcare services</li> </ul>
<p><b>Skills/Knowledge/ Behaviour</b></p>	<ul style="list-style-type: none"> <li>• Excellent interpersonal skills and ability to work effectively at all levels</li> <li>• Excellent critical thinking and problem solving skills</li> <li>• Ability to take and lead people on a journey of growth and change.</li> <li>• Evidence of managing complex organisations.</li> <li>• Aggressive/obsessive listener.</li> <li>• Experience in working with multi-cultural and diverse groups of people.</li> <li>• Ability to manage conflict.</li> <li>• Recognises ethical issues and resolves them appropriately.</li> <li>• The ability to work with communities to understand the way in which services should develop to meet their health</li> </ul>	<ul style="list-style-type: none"> <li>• Wide network of contacts within and beyond the health sector</li> <li>• Multi-media communication skills</li> <li>• Highly developed coaching and development skills</li> <li>• Excellent facilitation skills</li> <li>• Media and external relationship management</li> <li>• Experience working with complex funding and revenue generational models</li> </ul>

	<p>needs and to translate this to changes in models of care.</p> <ul style="list-style-type: none"> <li>• Strong negotiation skills.</li> <li>• Demonstrated ability to build alliances and drive positive change.</li> <li>• The ability to understand and utilise analytics to measure impact, drive change and create opportunities for quality improvement.</li> <li>• Excellent organisational skills and ability to manage continually changing priorities</li> <li>• Anticipates internal/external customer needs</li> </ul>	
<p><b>Personal Qualities</b></p>	<ul style="list-style-type: none"> <li>• Modelling behaviour consistent with the CM Health values, standards and behaviours</li> <li>• Demonstrates honesty, integrity and follow through on commitments</li> <li>• High levels of initiative and motivation, and a willingness to generate quality outputs.</li> <li>• Commitment to quality and to the continuous development of clinical processes and patient safety</li> <li>• Ability to work in partnership with other senior health professionals to progress and achieve results</li> <li>• A high standard of personal work ethic; time management skills; the ability to work autonomously</li> </ul>	

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## HEALTH AND SAFETY ACCOUNTABILITIES (Management roles)

Health and Safety (H&S) is a key accountability of all Counties Manukau Health (CM Health) staff.

### All CM Health Managers are responsible to:

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#### Zero harm

- Engage in safe workplace practices and manage the health and safety of your employees and other people in the workplace
  - Engage in safe work practices
  - Ensure all Incidents involving staff are reported, investigated and any corrective actions are completed and closed off when completed in the Incident reporting system in line with CM Health Policies and Procedures
  - Ensure all corrective activities are completed and controls are reviewed after incidents
  - Ensure all staff are Inducted/Oriented to the division/service/work area and recorded in the OneStaff database and participate in Occupational Health and Safety matters
- 

#### Risk management

- Manage all hazards, risks and incidents in the workplace by identifying, evaluating, reporting and controlling them effectively by maintaining a Hazard and Risk Register that is reviewed and kept up to date on an ongoing basis
  - Stop work where there is an immediate risk of serious harm and escalate to the appropriate manager
  - Maintain Occupational Health of employees due to workplace hazardous exposures
- 

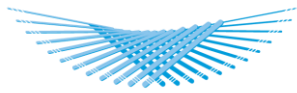
#### Safety Management System Requirements

- Ensure you and the employees understand and follow CM Health's Occupational Health and Safety policies and Health and Safety regulations, what your responsibilities are under the policies and implement these requirements effectively into your work area
  - Manage the work area's risk profile and how these relate to the corporate risk profile and implement and resource mitigation controls
  - Engage your employees to participate in Occupational Health and Safety matter.
- 

#### Work safely

- Report for duty in a fit state, free from the influence of alcohol or other drugs
  - Provide and wear the necessary Personal Protective Equipment for yourself and your staff when undertaking specific activities, or when in nominated areas
  - Ensure procedures are in place for clinical and plant equipment to be operated safely
  - Participate in relevant safety training, manage and maintain safety related competencies for yourself and your employees
  - Be in possession of required and current Certificates of Competency (If relevant to your position)
- 

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C O U N T I E S  
M A N U K A U  
H E A L T H



## POSITION DESCRIPTION

# General Manager Surgery Anaesthesia Perioperative Services

This position is not considered a children's worker under the Vulnerable Children Act 2014

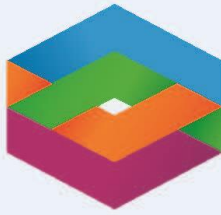
Position Holder's Name: .....

Position Holder's Signature: .....

Manager/Supervisor's Name: Clinical Director SAPS

Manager/Supervisor's Signature: .....

<b>Document ID:</b>		<b>Version:</b>	1.0
<b>Department:</b>	SAPS	<b>Last Updated:</b>	22/5/2019
<b>Document Owner:</b>	Clinical Director	<b>Next Review Date:</b>	
<b>Approved by:</b>	Clinical Director	<b>Date First Issued:</b>	
<b>Counties Manukau Health</b>			



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## Our Strategic Goal

***We care about achieving health equity for our community.***

Together, the Counties Manukau health system will work with others to achieve equity in key health indicators for Maaori, Pacific and communities with health disparities by 2020.

We will measure the impact we have on healthy life years every year. This is our commitment to act and be deliberate in our choices and priorities.

This means that people will live longer healthier lives in the community.

## Our Shared Values

### Kind

Care for other people's wellbeing.

### Excellent

Safe, professional, always improving.

### Valuing everyone

Make everyone feel welcome and valued.

### Together

Include everyone as part of the team.



COUNTIES  
MANUKAU  
HEALTH



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## PURPOSE OF THE POSITION

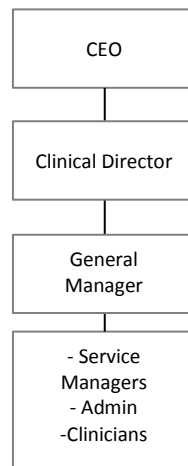
This role is accountable to the Clinical Director for the delivery of safe and effective services within Surgery, Anaesthesia and Perioperative Services.

The General Manager is accountable for delivering sustainable results on matters delegated by the Clinical Director. Key result areas include:

- Care provided to patients, including instilling a culture of care amongst medical practitioners, staff and patients and providing a positive patient experience.
- Patient experience.
- Health equity. Contribute to and improve health outcomes and indicators for Māori, Pacific and communities with health disparities.
- Staff engagement, satisfaction, and development. Create a work environment which maximises kindness, working collaboratively, engagement, job satisfaction, and professional development.
- Patient safety and flow.
- Financial performance and sustainability.

The role reports through to the Clinical Director to key audiences e.g. Executive Leadership Team and Counties Manukau District Health Board.

## PLACE IN THE ORGANISATION



This structure represents the current accountabilities reporting to the Clinical Director through the General Manager. The Clinical Director has the authority to change this structure and adjust reporting lines as appropriate to be fit for purpose for the effective functioning of the Division.

## NATURE AND SCOPE OF RESPONSIBILITIES

Key Accountabilities	Standards / Achievements
<b>Leadership and Performance Management</b>	<p>As delegated by and in partnership with the Clinical Director:</p> <ul style="list-style-type: none"> <li>• Provides leadership to staff in the Division, by leading by example and promoting Counties Manukau Health (CM Health) vision and values across all staff.</li> <li>• Provides clear communication of CM Health and Division priorities and expectations so that they are understood and teams are delivering services to the highest quality</li> <li>• Manages the highly complex nature of the business area and ensures that the appropriate business plans are developed and delivered within budget and are aligned with the CM Health Annual Plan and objectives and the SLT strategy</li> <li>• Provides assistance to the Clinical Director in the development of Division plans</li> <li>• As a member of the Senior Leadership Team identify and promote sustainable outcomes as a key requirement in all strategies and organisational goals – raising issues of risks and providing mitigations.</li> <li>• Provides leadership within delegation to resolve day to day operational issues within the Division.</li> <li>• Ensures that the service culture is consistent with CM Health values; that the working environment is safe and healthy; and that highest levels of patient care are</li> </ul>

Key Accountabilities	Standards / Achievements
	<p>maintained</p> <ul style="list-style-type: none"> <li>• Demonstrate the model of partnership with clinicians and managers for the benefit of patients, staff, and services.</li> <li>• Works within delegated authority to ensure service clinician and managers deliver their objectives through regular performance review meetings and effective team structure.</li> <li>• Ensures appropriate data is utilised within the Division to monitor and track performance to satisfy reporting requirements and that remedial action can be taken as and when needed to resolve performance issues.</li> <li>• Ensure that efficient, innovative and clinically effective systems and processes are in place to deliver patient-centric services.</li> <li>• Leads changes and innovation to promote service sustainability and financial viability.</li> <li>• Has effective systems and controls in place to ensure adherence to delegations, budget limits and all CM Health policies.</li> <li>• Be savvy and politically aware whilst maintaining integrity.</li> <li>• In leading as a senior manager, put people first, because it's people who do the work and who care for patients</li> <li>• Apply a process that ensures nursing staff are listened to in your division.</li> <li>• Practice management by walking around to ensure you are visible and easy to communicate with, e.g. visit team members and staff in the wards</li> <li>• Ensure employees are recognised and appreciated for their contributions.</li> <li>• Be as concerned with managing down and outwards, as with managing up.</li> <li>• Treat people well.</li> </ul>
<p><b>Staff Engagement and Management</b></p>	<p>As delegated by Clinical Director:</p> <ul style="list-style-type: none"> <li>• Ensure staff are recruited and retained with a focus on developing high performing teams</li> <li>• Manage the workforce to ensure individual and team performance meets the needs of the Division</li> <li>• Ensure annual performance processes are performed according to organisational policy.</li> <li>• Ensure nurses are, and feel, valued and appreciated for their work.</li> <li>• Encourage opportunities for personal and professional</li> </ul>

Key Accountabilities	Standards / Achievements
	<p>development to occur with the aim of retaining valued staff within the organisation.</p> <ul style="list-style-type: none"> <li>• Promote a collaborative environment with leaders, partners and staff across the system.</li> <li>• Develop a workforce strategy, which is responsive to best practice changes in models of care; ensures business sustainability; provides for team led patient care; and establishes an effective skill mix.</li> <li>• Embeds positive performance management to ensure all staff are clear on their role and deliverables. Staff are monitored, managed and developed to ensure delivery against objectives and capability</li> <li>• Promote a collaborative environment with trade union partners and staff across the system, by establishing and effectively utilising practices and processes for communication, constructive debate, conflict resolution, identifying opportunities for innovation and joint problem solving.</li> </ul>
<p><b>Financial Management</b></p>	<p>As delegated by Clinical Director:</p> <ul style="list-style-type: none"> <li>• Financial obligations are met and that all staff work within defined budget parameters and that they comply with delegated authorities and financial policies and processes</li> <li>• The physical people and financial resources are managed within budget parameters</li> <li>• Reporting on budget position is managed across the Division, ensuring internal and external financial targets are achieved (in line with accountabilities), including maximising income opportunities and the delivery of efficiency savings</li> <li>• Large, complex and multi-stranded budgets are managed in an environment that constantly fluctuates</li> <li>• There is effective resource utilisation and expenditure against cost improvement targets.</li> </ul>
<p><b>Strategy, Change Management and Service Improvement</b></p>	<p>As delegated by the Clinical Director and works with the CMO, Chief Nurse, Director of Midwifery, and Chief of Allied Health, Scientific &amp; Technical Professions to:</p> <ul style="list-style-type: none"> <li>• Identify both new opportunities for the Division from changes in the external environment or internal innovation and potential risks and ways to mitigate them</li> <li>• Contribute to the development and delivery of CM Health strategy and policies and ensure the Division supports the delivery of CM Health requirements</li> </ul>

Key Accountabilities	Standards / Achievements
	<ul style="list-style-type: none"> <li>• Lead change management programmes within the portfolio, ensuring all projects are completed on time, to budget and targets</li> <li>• Ensure all co-ordination and collaboration with other stakeholders is undertaken to ensure change is delivered safely and is implemented effectively</li> </ul>
<b>Risk and Governance</b>	<ul style="list-style-type: none"> <li>• Ensure compliance with appropriate statutory and other relevant regulations and standards.</li> <li>• Ensure appropriate management of risk and a governance framework exists within the Division.</li> <li>• Develop and manage the implementation of systems, control processes and risk management arrangements to support monitoring of compliance and clinical governance standards, other CM Health policies and processes and best practice requirements</li> <li>• Manage the resolution of complaints and issues from patients and whānau, staff, suppliers, other internal and external service providers and partner organisations in a timely and appropriate manner, in line with CM Health policies, procedures and service delivery values and priorities.</li> <li>• Support root cause analysis and trend analysis of all complaints and adverse incidents</li> </ul>
<b>Matters which must be referred to the Clinical Director</b>	<p>Judgement should always be used when referring matters to the Clinical Director, but should include:</p> <ul style="list-style-type: none"> <li>• significant financial issues or risks</li> <li>• significant human resources issues or risks</li> <li>• significant quality or safety issues or risks</li> <li>• serious clinical standards failure or near misses</li> <li>• any emerging factors that could prevent achievement of the service/s objectives at year end</li> <li>• any emerging factors that could prevent budget achievement at year end</li> <li>• any matter that may affect the reputation of the service/s or Counties Manukau District Health Board</li> </ul>
<b>Health Equity</b>	<ul style="list-style-type: none"> <li>• Help identify and promote health equity outcomes as a key requirement in all strategies and organisational goals.</li> <li>• Help ensure CMH systematically prevents and treats ill health as early and effectively as possible for every person every day, so that people in Counties Manukau are healthier and the health system is sustainable and high quality.</li> <li>• Promote the recruitment and retention of more Māori, Pacifica, and Asian health professionals into the CM</li> </ul>



Key Accountabilities	Standards / Achievements
	Health workforce. <ul style="list-style-type: none"> <li>• Work collegially and effectively with colleagues in Maaori Health and Pacific Health</li> </ul>

Key Accountabilities	Standards / Achievements
<p><b>Cultural Safety &amp; Diversity</b></p> <p><b>Commitment to the principles of Treaty of Waitangi</b></p> <p><b>Honouring Diversity</b></p>	<p>The principles of partnership, participation, and protection underpin the relationship between Government and Maaori under the Treaty of Waitangi and are integral to CM Health strategy and service delivery to improve health gains of the community and achieve health equity. It is the responsibility of senior leadership to ensure the principles are incorporated within strategy and that relevant measures related to health gain and health equity are incorporated within service plans and delivery.</p> <p><b>Partnership</b> involves working together with iwi, hapuu, and whaanau and Maaori communities to develop effective strategies for Maaori health gain and appropriate health and disability services.</p> <ul style="list-style-type: none"> <li>• <b>Participation</b> requires Maaori to be involved at all levels of the health and disability sector, including in decision-making, planning, development and delivery of health and disability services.</li> <li>• <b>Protection</b> involves the DHB working to ensure Maaori have at least the same level of health as non-Maaori, and safeguarding Maaori cultural concepts, values and practices.</li> </ul>

**Utilise Information Technology**

- Demonstrate ability to access and use available clinical information systems.
- Is conversant with applications required for specific discipline/role. For example, i.PM, Concerto, Outlook, etc.
- Maintains own professional development by attending relevant IT educational programmes.

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## COMMUNICATION AND INTERPERSONAL SKILLS

Internal relationships:

- Divisional Clinical Director
- CEO
- CFO
- CEO's office
- Executive Leadership Team
- Senior Leadership Team
- Professional Leadership Team
- Managers
- Planning & Funding
- Other CM Health Operating and Corporate Functions
- Clients/Customers/Patients
- Maori Health
- Pacific Health

Externally there will be contact with:

- Patients and their Whaanau
- Private providers
- Suppliers
- Non-Government Organisations and Social Sector Groups
- Other DHBs
- Ministry of Health
- Regional and National Steering Groups and Forums

## SCOPE FOR ACTION

Matters which must be referred to the CEO include:

- Significant financial issues
- Significant human resources issues
- Significant quality or safety issues
- Significant legal issues
- Serious standards failure
- Any emerging factors that could prevent achievement of service/division objectives
- Any emerging factors that could prevent delivery within agreed budget
- Any matter that may affect the reputation of the services, division, hospital, or organisation

## DIMENSION OF THE POSITION

Will be responsible to the Clinical Director for the achievement of agreed objectives and operates within the confines of Counties Manukau Health.

## POSITIONS REPORTING IN THIS ROLE (numbers)

**Directly:** <10 people in total

**Indirectly:** 1,300

## AUTHORITIES

### Financial Authority for Supplies & Services Expenditure

Operating expenditure, including approval of requisitions/purchase orders/invoices related to general operating expenses approved via Oracle: the limit is **\$50,000**.

This is level F within the schedule of delegated authority.

### Authority to Hire or Dismiss Employees

This role has authority to hire, promote, discipline employees with consultation and/or sign-off from manager and in conjunction with Human Resources.

## PERSON SPECIFICATIONS (requirements for the role)

	Minimum	Preferred
<b>Qualifications</b>	<ul style="list-style-type: none"><li>• Appropriate Tertiary qualification</li><li>• Evidence of ongoing personal, professional and leadership development</li></ul>	<ul style="list-style-type: none"><li>• Post-graduate qualification in a relevant discipline</li></ul>
<b>Experience (including years)</b>	<ul style="list-style-type: none"><li>▪ Experience leading services in an environment of fiscal constraint, cost recovery and revenue maximisation</li><li>▪ Experience and strong evidence of an ability to develop a culture of innovation, performance and transparency focussed on the customer.</li><li>▪ Experience in delivering sustainable system and process performance improvement.</li><li>▪ Experience of managing large, multi-stranded budgets from a range of income sources and demonstrable examples of ability to respond to financial</li></ul>	<ul style="list-style-type: none"><li>• Demonstrate clear understanding of the NZ Health Sector</li><li>▪ Demonstrate project management experience</li><li>▪ Experience delivering effective services in healthcare or similar industries as a senior manager in a large, multifaceted environment including staff management, financial management and change management.</li><li>▪ Experience growing a</li></ul>

	<p>insecurities and fluctuations</p> <ul style="list-style-type: none"> <li>▪ Extensive in-depth demonstrable success in delivering change and performance improvement with and through teams, by engaging them in the direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback</li> <li>▪ A strong track record of managing complexity and risk whilst maintaining high standards of service delivery</li> <li>▪ Proven capacity/operational planning experience</li> <li>▪ Ability to manage many stakeholders</li> <li>▪ Ability to manage conflict</li> <li>• Knowledge of the implications of the Treaty of Waitangi with a commitment to biculturalism</li> <li>• Demonstrated experience with quality improvement processes and quality risk management.</li> </ul>	<p>diverse workforce, especially Maaori and Pacific, and improving cultural responsiveness of services</p> <ul style="list-style-type: none"> <li>• Experience in service improvement across both Primary and Secondary healthcare services</li> </ul>
<p><b>Skills/Knowledge/ Behaviour</b></p>	<ul style="list-style-type: none"> <li>• Excellent interpersonal skills and ability to work effectively at all levels</li> <li>• Excellent critical thinking and problem solving skills</li> <li>• Ability to take and lead people on a journey of growth and change.</li> <li>• Evidence of managing complex organisations.</li> <li>• Aggressive/obsessive listener.</li> <li>• Experience in working with multi-cultural and diverse groups of people.</li> <li>• Ability to manage conflict.</li> <li>• Recognises ethical issues and resolves them appropriately.</li> <li>• The ability to work with</li> </ul>	<ul style="list-style-type: none"> <li>• Wide network of contacts within and beyond the health sector</li> <li>• Multi-media communication skills</li> <li>• Highly developed coaching and development skills</li> <li>• Excellent facilitation skills</li> <li>• Media and external relationship management</li> <li>• Experience working with complex funding and revenue generational models</li> </ul>

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	<p>communities to understand the way in which services should develop to meet their health needs and to translate this to changes in models of care.</p> <ul style="list-style-type: none"> <li>• Strong negotiation skills.</li> <li>• Demonstrated ability to build alliances and drive positive change.</li> <li>• The ability to understand and utilise analytics to measure impact, drive change and create opportunities for quality improvement.</li> <li>• Excellent organisational skills and ability to manage continually changing priorities</li> <li>• Anticipates internal/external customer needs</li> </ul>	
<p><b>Personal Qualities</b></p>	<ul style="list-style-type: none"> <li>• Modelling behaviour consistent with the CM Health values, standards and behaviours</li> <li>• Demonstrates honesty, integrity and follow through on commitments</li> <li>• High levels of initiative and motivation, and a willingness to generate quality outputs.</li> <li>• Commitment to quality and to the continuous development of clinical processes and patient safety</li> <li>• Ability to work in partnership with other senior health professionals to progress and achieve results</li> <li>• A high standard of personal work ethic; time management skills; the ability to work autonomously</li> </ul>	

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## HEALTH AND SAFETY ACCOUNTABILITIES (Management roles)

Health and Safety (H&S) is a key accountability of all Counties Manukau Health (CM Health) staff.

### All CM Health Managers are responsible to:

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#### Zero harm

- Engage in safe workplace practices and manage the health and safety of your employees and other people in the workplace
  - Engage in safe work practices
  - Ensure all Incidents involving staff are reported, investigated and any corrective actions are completed and closed off when completed in the Incident reporting system in line with CM Health Policies and Procedures
  - Ensure all corrective activities are completed and controls are reviewed after incidents
  - Ensure all staff are Inducted/Oriented to the division/service/work area and recorded in the OneStaff database and participate in Occupational Health and Safety matters
- 

#### Risk management

- Manage all hazards, risks and incidents in the workplace by identifying, evaluating, reporting and controlling them effectively by maintaining a Hazard and Risk Register that is reviewed and kept up to date on an ongoing basis
  - Stop work where there is an immediate risk of serious harm and escalate to the appropriate manager
  - Maintain Occupational Health of employees due to workplace hazardous exposures
- 

#### Safety Management System Requirements

- Ensure you and the employees understand and follow CM Health's Occupational Health and Safety policies and Health and Safety regulations, what your responsibilities are under the policies and implement these requirements effectively into your work area
  - Manage the work area's risk profile and how these relate to the corporate risk profile and implement and resource mitigation controls
  - Engage your employees to participate in Occupational Health and Safety matter.
- 

#### Work safely

- Report for duty in a fit state, free from the influence of alcohol or other drugs
  - Provide and wear the necessary Personal Protective Equipment for yourself and your staff when undertaking specific activities, or when in nominated areas
  - Ensure procedures are in place for clinical and plant equipment to be operated safely
  - Participate in relevant safety training, manage and maintain safety related competencies for yourself and your employees
  - Be in possession of required and current Certificates of Competency (If relevant to your position)
- 

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## Appendix 2



### CMH Bed Numbers (MMH, MSC & Community)

Last Updated: 9th May 2019

The latest version of this document can be found in Paanui under Middlemore Central / Documents / Bed Numbers.  
If you notice any errors in this document then please let us know at MMCIS@middlemore.co.nz.

#### Emergency Department Bed Numbers - Acute & Short Stay Units

Division	Service	Location	Beds
Emergency Dept.	Emergency - Acute	Acute Adults	25
		Acute Paediatric	12
		Monitored	10
		Resus	6
		<b>Total</b>	<b>53</b>
	Short Stay Units (not part of ED targets)	Adult Short Stay Unit	23
		Medical Assessment Unit - Acute	13
		Medical Assessment Unit - Short Stay	29
		Paediatric Short Stay Unit	13
		Surgical Assessment Unit	15
		<b>Total</b>	<b>93</b>
	<b>Total</b>		<b>146</b>

#### Inpatient Bed Numbers by Hospital & Category

Hospital Site	Ward Type	Bed Category	Budgeted 2018/19	Maximum Physical Capacity
Middlemore	Adult Acute	Medical Adult	199	199
		Stroke=20, ACE=15 (Med. spec.s in ARHOP wards)	35	35
		Surgical Adult	223	227
		Gynaecology	15	15
	<b>Total Adult Acute</b>		<b>472</b>	<b>476</b>
	Adult Rehab	Rehab	93	93
	Maternity	Maternity Adult	45	45
	Paediatric	Paediatric	54	66
	Specialist Care	Coronary Care	18	18
		Critical Care	18	25
		Neonatal Care	30	38
		Birthing & Assessment Adult	28	28
	Babies Cots	Maternity Cots	45	45
		Birthing & Assessment Cots	25	25
<b>Total Excluding Cots</b>		<b>758</b>	<b>789</b>	
Middlemore - Tiaho Mai	Mental Health	Mental Health (including MHSOP)	70	77
<b>Total</b>			<b>70</b>	<b>77</b>
MSC	Adult	Surgical Adult	44	78
<b>Total</b>			<b>44</b>	<b>78</b>

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**Inpatient Bed Numbers by Division, Ward & Specialty**

Division	Ward	Description/Specialty	Budgeted 2018/19	Maximum Physical Capacity
<b>Critical Care</b>	HDU	High Dependency Unit	6	7
	ICU	Intensive Care Unit	8	14
	PICU	Paediatric Critical Care	4	4
<b>Total</b>			<b>18</b>	<b>25</b>
<b>Medicine</b>	Ward 1	Renal	20	20
	Ward 2	Cardiology, Haematology, General Medicine	29	29
		Cardiology	13	
		Haematology	7	
		General Medicine	9	
	Ward 6	General Medicine	30	30
	Ward 7	General Medicine, Rheumatology	30	30
		General Medicine	28	
		Rheumatology	2	
	Ward 32	Respiratory, Gastroenterology	30	30
		Respiratory	20	
Gastroenterology		10		
Ward 33 East	Gen Med, Diab, Endo, Infectious Diseases	30	30	
	General Medicine	25		
	Diabetes, Endocrinology, Infectious Diseases	5		
Ward 33 North	General Medicine	30	30	
<b>Total excluding CCU,SDU</b>			<b>199</b>	<b>199</b>
	CCU	Coronary Care Unit	6	6
	SDU	Step Down Unit	12	12
<b>Total including CCU,SDU</b>			<b>217</b>	<b>217</b>
<b>Surgical Services</b>	The National Burn Centre	Burns	10	10
	Ward 8	General Surgery	30	30
	Ward 9	General Surgery	30	30
	Ward 10	Orthopaedic Surgery	30	30
	Ward 11	Orthopaedic Surgery / Spinal Orthopaedic	29	29
	Ward 34 East	General Surgery	26	30
	Ward 34 North	General Surgery	30	30
	Ward 35 North	Plastics/Hands/Maxillofacial	30	30
	Post-operative Surgical Unit (TADUPSU)	All Surgical Specialties	8	8
<b>Total</b>			<b>223</b>	<b>227</b>
<b>ARHOP</b>	Ward 4	Health Older Person - AT&R	26	26
	Ward 5	Health Older Person - AT&R, Acute - Health Older Person	26	26
		Health Older Person - AT&R	11	
		Acute - Health Older Person (ACE)	15	
	Ward 23	Adult Rehabilitation Service	28	28
	Ward 24	Health Older Person - A,T & R	28	28
Ward 31	Stroke	20	20	
<b>Total</b>			<b>128</b>	<b>128</b>
<b>Kidz First</b>	Kidz First Medical	Paediatric Medicine	24	36
	Kidz First Surgical	All Surgical	30	30
	Neonatal Care Unit	Neonatal Care	30	38
<b>Total excluding NNU</b>			<b>54</b>	<b>66</b>
<b>Total including NNU</b>			<b>84</b>	<b>104</b>
<b>Women's Health</b>	Maternity North	Maternity	23	23
	Maternity South	Maternity	22	22
	Gynaecology Care Unit	Gynaecology	15	15
	Birthing & Assessment Unit	Birthing & Assessment	28	28
		Assessment	7	
		Birthing - includes 2 flex beds	21	
	Maternity North Cots	Babies Cots	23	23
	Maternity South Cots	Babies Cots	22	22
Birthing Unit Cots	Babies Cots	25	25	
<b>Total Excluding Cots</b>			<b>88</b>	<b>88</b>
<b>MSC</b>	MSC- 1st Floor	Surgical	25	40
	MSC- 2nd Floor	Surgical *includes OP beds: 2 Urodynamics,3 Antenatal	15	34 *
	MSC- PCU 2nd floor	Surgical	4	4
<b>Total</b>			<b>44</b>	<b>78</b>
<b>Mental Health</b>	WD42	Acute Psychiatry	19	24
	WD43	Acute Psychiatry	11	12
	WD42FLEX / WD43FLEX	Acute Psychiatry	2	2
	WD43-RETREAT	Acute Psychiatry	n/a	n/a
	WD43-AS	Acute Psychiatry - Admissions	n/a	n/a
	Tiaho Mai - Tui Ward	Acute Psychiatry	16	16
	Tiaho Mai - Tui ICA Ward	Acute Psychiatry	2	2
	Tiaho Mai - Tui Flex Ward	Acute Psychiatry	2	2
	Ward 35 East - East Koropiko	Acute Psychiatry	18	19
<b>Total</b>			<b>70</b>	<b>77</b>
<b>No Division</b>	Ward 21W	Unallocated	0	30

**Satellite & Community Bed Numbers**

Service	Budgeted	Max Physical Capacity
ARHOP Satellite	20	20
Localities	38	38
Mental Health Community & Rehab	58	58
Women's Health Satellite - Beds	38	45
Women's Health Satellite - Cots	28	28

Service	Ward	Description	Budgeted	Max Physical Capacity
<b>ARHOP Satellite</b>	SRU-A	Auckland Spinal Rehabilitation Unit	20	20
<b>Localities</b>	FRNGRC	Franklin Geriatric Ward	18	18
	PUKGRC	Pukekohe Rehabilitation and Care	20	20
<b>Mental Health Community (NGO)</b>	AFFM	Kahui Tu Kaha - Awahi Rito Maternal Respite	4	4
	AFFP	Kahui Tu Kaha - Te Aroha Respite	4	4
	AFFT	Kahui Tu Kaha -Tumanako Respite	4	4
	PSA	Pathways Sub Acute	4	4
	PWAYKR	Pathway Kolmar Road MH	6	6
	TUPRESP	Tupu Ake Papatoetoe Respite MH	12	12
	TWTH	Te Whare Tiaki Hauora Respite MH	4	4
<b>Mental Health - Rehab</b>	TOR	Tamaki Oranga Recovery	20	20
<b>Women's Health Satellite</b>	Botany Birthing Unit (BOTM)	Postnatal	12	15
		Birthing	5	5
	Botany Downs Nursery (BOTNRY)	Nursery cots	12	12
	Papakura Birthing Unit (PAPM)	Postnatal	8	10
		Birthing	3	3
	Papakura Nursery (PAPNRY)	Nursery cots	8	8
	Pukekohe Birthing Unit (PUKM)	Postnatal	8	10
Birthing		2	2	
Pukekohe Nursery (PUKNRY)	Nursery cots	8	8	

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