

National Manager Mental Health Residential



MASH Trust is an innovative provider of health and disability support services in the lower North Island based in Palmerston North, supporting over 2000 people and whanau.

REPORTS TO	Executive Director Programmes
DIRECT REPORTS	Service Managers
DELEGATIONS	Tier 3 - In accordance with current delegations policy
SALARY	\$100 - \$120k dependent on experience
HOURS OF WORK	80 Hours per fortnight
LOCATION	180 Cuba Street Palmerston North
ROLE PURPOSE	<p>To ensure the future direction and allocation of resources to areas that align with our strategy, to help us achieve our goals and drive sustainable growth. To operate collaboratively and across functions as one team to tackle the challenges and optimise the opportunities in front of us together. To respond to opportunities to grow and expand services across MASH's operational areas.</p> <p>The National Manager has overall accountability and responsibility for the operational management of the Mental Health Residential services across MASH's operating areas. This role has a national focus in leading the MASH Way in the way in which we position ourselves as an organisation of influence with strong partnerships across your service delivery area. You will work closely with the Executive Director of Programmes and within the Programmes Leadership team to deliver high quality services with functional alignment to our strategic priorities. The National Manager will operate with a big picture and influence at the highest level but being able to drill down in the detail when required.</p> <p>MASH Trust's strong reputation and 33-year history of residential Mental Health services must continue to evolve and be directed by the needs of the people we serve. In this role as National Manager Mental Health Residential you will provide the strategic planning and thinking to transform our residential services based on the changing needs of the people MASH Trust currently supports as well as those in the future. MASH Trust is committed to ensuring that the way in which these people are cared for is based on a model of citizenship and a high quality of support. In this role you will lead the changes to MASH Trust's residential services to model the organisation's vision and strategy and in so doing you will lead your team to deliver high quality sustainable models of care.</p>
SENIOR LEADERSHIP TEAM PURPOSE	<p>As a member of the MASH Senior Leadership Team (SLT), you will play a key role in shaping MASH service delivery to meet the needs of an evolving sector.</p> <p>The SLT is responsible for embedding the MASH Quality Framework and The MASH Way in all aspects of service delivery to meet the changing expectations, needs and aspirations of the people we support and to ensure MASH remains a partner of choice for our funders and stakeholders.</p> <p>The collective leadership of the SLT Team, will drive operational efficiency and compliance with statutory requirements, while also being focused on the future and the changes needed to continuously improve delivery of quality, people-centric services.</p>

	By leading for the future, living the MASH values, delivering operational excellence, and being connected with stakeholders, this role will contribute to the continued growth of MASH's reputation and influence.
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MASH TRUST MISSION

Working together to achieve great lives

OUR VALUES

Relationships	Build open relationships based on honesty and respect
Communication	Communicate with an open mind and heart
Mana	Recognise and promote the mana and strengths of the individual
Opportunities	Take opportunities to learn and grow together
Believe	Believe that together we will make a difference
Fun	Make fun a goal

KEY RELATIONSHIPS

Internal:

- ▶ Senior leadership team and ELT
- ▶ Other MASH Managers and staff

External:

- ▶ Te Whatu Ora Health New Zealand, Te Aka Whai Ora Māori Health Authority, Whaikaha Ministry of Disabled People, Kāinga Ora, Health professionals and providers
- ▶ Community Health Teams
- ▶ Family/Whānau and Tangata Whenua
- ▶ Contractors, Suppliers and other stakeholders supporting service delivery

KEY RESULT AREAS

KEY ACCOUNTABILITIES	TASKS	PERFORMANCE MEASURES
Organisation Service Design and Development: This function focuses on creating and improving services that meet the needs of the 'customer' (internal and external), whānau and our funders. It involves understanding peoples' needs through research, analysis and voice, co-designing, testing and validating service offerings (considering factors such as features, pricing, delivery channels, and user experience), development and implementation of the service.	<ul style="list-style-type: none"> Identify new services opportunities and work with Innovation and Improvement manager to design and stand-up new services 	

<p>Service Growth and Development: This function focuses on identifying and developing opportunities to expand or evolve existing services, to enhance reach, quality and outcomes for the people we support. Throughout the service lifecycle, the function monitors service performance, gathers consumer feedback, and incorporates continuous improvement initiatives to enhance service quality and the satisfaction of the people we support.</p>	<ul style="list-style-type: none"> • Monitor service performance and improve service quality 	
	<ul style="list-style-type: none"> • Expand and evolve existing services 	
<p>Regional Connectivity Management: This function focuses on establishing and maintaining strong connections, partnerships, and collaborations within a specific region or geographic area. It involves facilitating communication, knowledge sharing, and coordination among various stakeholders to ensure seamless service delivery, promote initiatives, and address the unique support needs of the local population.</p>	<ul style="list-style-type: none"> • Establish and maintain strong sector relationships and partnerships initiatives and address the unique support needs of the people we support • Communicate, share knowledge, promote MASH initiatives and represent MASH in the sector 	
<p>Consumer and Whanau Information: This function focuses on providing relevant and accurate information to the people we support and their whanau to support informed decision-making regarding their goals and needs. It involves the creation, dissemination, and accessibility of resources that empower them to make educated choices and enable good lives.</p>	<ul style="list-style-type: none"> • Ensure relevant, accurate information is available to the people we support 	
<p>Service Management: This function focuses on the monitoring, management and reporting of delivery of services in our residential services. It involves maintaining a knowledge of the services to the people we support. It includes communication with people we may support, their whanau, referrers and funders, and regular reporting on service movement</p>	<ul style="list-style-type: none"> • Communicate with the people we support • Communicate with referrers and funders • Reports to the ELT and MASH Board on service movement. 	

<p>Referral Management: This function focuses on obtaining and receiving referrals. It involves actively seeking and receiving referrals from external sources or organisations for individuals in need of MASH services. It involves establishing strong relationships with referring entities, evaluating the appropriateness of referrals, coordinating the intake process, and ensuring smooth transitions for individuals entering the organisation's services.</p>	<ul style="list-style-type: none"> • Manage and replace all vacancies within service responsibility • Establish strong relationships with referrers and other providers in the sector so that MASH is the provider of choice for people with disabilities • Evaluate appropriateness of referrals and make recommendations to SLT for entry to services 	
<p>Service Delivery: This function focuses on the coordination and provision of high-quality services to the people we support, and delivery of services internally within the organisation. It plays a vital role in establishing and maintaining positive relationships with the people we support (and across MASH teams), implementation and execution of service activities, adhering to established standards, continuously improving service processes, enhancing the overall reputation of the organisation, and differentiating MASH from other providers.</p>	<ul style="list-style-type: none"> • Ensure the provision of high quality services to the people we support • Establish and maintain positive relationships with the people we support, their supporters, and across MASH teams • Adhere to all MASH standards • Ensure essential information, processes, and outcomes to support effective service provision, quality assurance, and regulatory compliance are in place 	
<p>Rostering Management: This function focuses on the process of creating and managing work schedules of staff, to support the optimal allocation of resources. It involves, shift planning, understanding employee constraints, workload distribution, compliance and fairness, and roster communication.</p>	<ul style="list-style-type: none"> • Manage team delivering this function to programmes service delivery teams 	
<p>Service Exit Management: This function focuses on processes that support the effective and efficient transition and exit of the people we support from MASH services, including associated support services that enable this process. It involves facilitating the exit process, coordinating necessary documentation and support services, and ensuring appropriate follow-up or referrals.</p>	<ul style="list-style-type: none"> • Project Manager the exit process of the people we support from MASH services 	
<p>Consumer and whanau complaints management: This function focuses on effectively addressing and resolving complaints from consumers and their whanau regarding the services provided</p>	<ul style="list-style-type: none"> • Ensure a timely response and resolution is negotiated and feedback is implemented in continuous improvement 	

by the organisation. It involves establishing a structured process for complaint handling, ensuring timely response and resolution, and using feedback to drive improvements in service delivery.		
Enabling Service Environment: This function focuses on ensuring the service has the necessary resources and infrastructure to support service provision and deliver high-quality services effectively and efficiently.	<ul style="list-style-type: none"> • Ensure the service has the necessary resources and infrastructure to support service provision 	
New Opportunity Management and Innovation: This function focuses on proactively identifying and capitalising on potential opportunities for growth, innovation and success, aligned with the MASH strategy and future direction. It involves horizon scanning, opportunity identification and prioritisation, feasibility analysis, and business case development.	<ul style="list-style-type: none"> • Scan the horizon for, and proactively identify, potential opportunities 	
Te Tiriti O Waitangi: This function focuses on MASH's commitment to honouring the Te Tiriti principles of Rangatiratanga, equity, active protection, options, partnership. It involves building reciprocal relationships and partnerships with Māori, including the Kahu Whakaruru (internal Maori caucus) to support the delivery of equitable access and outcomes for Māori and their whanau.	<ul style="list-style-type: none"> • Support the delivery of equitable access and outcomes for Māori and their whanau 	
Financial Management: This function includes a range of activities that involve the planning, control and monitoring of financial resources. It includes financial planning, budgeting, financial control, cashflow management, financial analysis, investment and capital budgeting, risk management and reporting, and compliance.	<ul style="list-style-type: none"> • Develop and plan budgets in conjunction with Finance Team • Manage and oversee budgets within area of responsibility • Align to financial policies and procedures 	
Health & Safety Management: This function focuses on safeguarding the health, safety and wellbeing of staff, the people we support, and visitors, preventing workplace accidents, injury or illness and managing potential hazards. It identifies and mitigates potential hazards and risks, develops and implements policies, procedures and guidelines, conducts regular inspections and risk assessment, monitors compliance, provides training and education, investigates incidents, and reports and	<p><i>For Self:</i></p> <ul style="list-style-type: none"> • Work safely and take responsibility for keeping self and • colleagues free from harm • Report all incidents and hazards promptly • Know what to do in the event of an emergency • Cooperate in implementing return to work plans <p><i>For Team:</i></p> <ul style="list-style-type: none"> • Inform, develop, and equip staff to carry out their work safely 	

promotes awareness and understanding of practices.	<ul style="list-style-type: none"> • Ensure prompt and accurate reporting and • investigation of all workplace incidents and injuries • Assess all hazards promptly and ensure they are managed • Cooperate in implementing return to work plans 	
<p>People, Culture and Wellbeing: This function focuses on attracting, developing and retaining a talented and engaged workforce. It includes talent acquisition, staff engagement and retention, performance management, learning and development, staff wellbeing, remuneration and reward, employment relations, and industrial relations.</p>	<ul style="list-style-type: none"> • Attract top talent to MASH • Recruit new staff • Engage and retain staff • Onboard new staff • Manage staff performance, learning and development • Support processes that support staff wellbeing 	
<p>Business Continuity Management: This function focuses on ensuring the continued operation of the organisation during and after disruptive incidents or events.</p>	<ul style="list-style-type: none"> • Develop and maintain your relative areas Business Continuity Plan and contribute to the overarching Business Continuity Plan for MASH Trust. • Manage incidents and coordinate responses aligned to your area of expertise. 	

PERSON SPECIFICATION

The ideal applicant for this position will be able to fulfil the following criteria:

Required competencies

A successful National Manager at MASH Trust will demonstrate the following competencies:

THOUGHT	Decision quality	<ul style="list-style-type: none"> ▶ Make sound decisions, even in the absence of complete information. ▶ Rely on a mixture of analysis, wisdom, experience, and judgment when making decisions. ▶ Consider all relevant factors and uses appropriate decision-making criteria and principles. ▶ Recognize when a quick 80% solution will suffice. Able to complete tasks by specified deadlines
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	Business insight	<ul style="list-style-type: none"> ▶ Know how businesses work and how organisations make money. ▶ Keep up with current and possible future policies, practices, and trends in the organisation, with the competition, and in the marketplace. ▶ Use knowledge of business drivers and how strategies and tactics play out in the market and guide actions.
	Customer focus	<ul style="list-style-type: none"> ▶ Gain insight into customer needs. ▶ Identify opportunities that benefit the customer. ▶ Build and delivers solutions that meet customer expectations. ▶ Establish and maintains effective customer relationships.
RESULTS	Ensure accountability	<ul style="list-style-type: none"> ▶ Follow through on commitments and makes sure others do the same. ▶ Act with a clear sense of ownership. ▶ Take personal responsibility for decisions, actions, and failures. ▶ Establish clear responsibilities and processes for monitoring work and measuring results. ▶ Design feedback loops into work.
PEOPLE	Build effective teams	<ul style="list-style-type: none"> ▶ Form teams with appropriate and diverse mix of styles, perspectives, and experiences. ▶ Establish common objectives and a shared mindset. ▶ Create a feeling of belonging and strong team morale. ▶ Share wins and rewards team efforts. ▶ Foster open dialogue and collaboration among the team.
	Build networks	<ul style="list-style-type: none"> ▶ Build strong formal and informal networks. ▶ Maintain relationships across a variety of functions and locations. ▶ Draw upon multiple relationships to exchange ideas, resources, and know-how.
	Drive vision and purpose	<ul style="list-style-type: none"> ▶ Talk about future possibilities in a positive way. ▶ Create milestones and symbols to rally support behind the vision. ▶ Articulate the vision in a way everyone can relate to. ▶ Create organisation-wide energy and optimism for the future. ▶ Show personal commitment to the vision.
	Communicate effectively	<ul style="list-style-type: none"> ▶ Is effective in a variety of communication settings: one-on-one, small, and large groups, or among diverse styles and position levels. ▶ Attentively listens to others. ▶ Adjusts to fit the audience and the message. ▶ Provides timely and helpful information to others across the organization. ▶ Encourages the open expression of diverse ideas and opinions.

SELF	Instil trust	<ul style="list-style-type: none"> ▶ Follows through on commitments. ▶ Is seen as direct and truthful. ▶ Keeps confidences. ▶ Practices what is preached. ▶ Shows consistency between words and actions.
	Situational adaptability	<ul style="list-style-type: none"> ▶ Picks up on situational cues and adjusts in the moment. ▶ Readily adapts personal, interpersonal, and leadership behaviour. ▶ Understands that different situations may call for different approaches. ▶ Can act differently depending on the circumstances

Required experience/qualifications

Job Specific Knowledge and Skills;

- ▶ Proven experience in Strategic Leadership.
- ▶ Strong Cultural Leadership.
- ▶ People Centred / Partnership Focus.
- ▶ Quality and Continuous Quality Improvement Skills.
- ▶ Drives vision, values and purpose
- ▶ Building Teams, delegation and support.
- ▶ Commercial and Financial Acumen
- ▶ Communication – excellence in written & oral communication and report writing.
- ▶ Excellent Organisation skills & Time management
- ▶ Constructive Problem-Solving ability.

Job specific experience;

- ▶ Experience and knowledge of the health and/or social or public service sectors with more than 5 years in a senior leadership position
- ▶ Excellent leadership and team management abilities, with the capability to lead, motivate and build commitment across cross-functional groups. This includes the ability to influence, delegate and empower stakeholders and team members who do not directly report to this role;
- ▶ Extensive experience in leading the delivery of services.
- ▶ An agile and innovative leadership style.
- ▶ People and business management experience in a large, multi-disciplinary, dispersed organisation.
- ▶ An understanding of cultural issues, tikanga and te Tiriti o Waitangi and its implications for MASH.
- ▶ Knowledge and understanding of the needs of people with disabilities and an empathy for the communities in which MASH operates.
- ▶ Ensures accountability
- ▶ Builds strong customer centric solutions

Qualifications and other requirements;

- ▶ Relevant tertiary qualifications in business management disciplines. An appropriate health related qualification would be an advantage or more than 5 year's experience in a similar role
- ▶ Visionary, strategic thinking, innovative.
- ▶ Strong, inspiring and supportive leadership – the ability to inspire others to be part of a team and a direction.
- ▶ Flexibility – hours and working locations as needed.
- ▶ Values based leadership with the ability to set and lead cultural transformation and service change.
- ▶ Sound experience in managing large financial budgets (>\$5,000,000)

- ▶ Experience of Board-level presentation and reporting
- ▶ Strategic business planning and implementation.
- ▶ Sound working knowledge and practical application of the Health and Safety of workers

Relationship building skills

- ▶ Agility within a complex adaptive environment.
- ▶ Able to build rapport with people from a variety of backgrounds. Strong relationship building skills.
- ▶ Able to build trust and confidence between the business enabling services and the programme delivery divisions.

AUTHORISATION AND ACKNOWLEDGEMENT

The information contained in this position description is intended to describe the nature and level of work to be performed. This is not considered an exhaustive list of all the responsibilities, duties or skills required in the role.

This position description may be subject to change from time to time. Any such reorganisation of duties shall be the subject of discussion with the position incumbent.

Signing this position description indicates agreement and acceptance of the contents and conditions.

Acknowledged/ Accepted:

Employee

Date

Manager

Date