

Te Whatu Ora
Health New Zealand

Commissioning Consultation Document

30 March 2023

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SECTION 1: Executive Summary & Foreword



Abbe Anderson
National Director,
Commissioning

The Commissioning team's mahi is fundamental to achieving the vision of Pae Ora. Our purpose is to plan, design, integrate and deploy health resources to improve the well-being of whānau and communities and address persistent inequities in access and outcomes.

We are responsible for planning and funding community-based public services and leading the system-wide planning and shaping of public health services across the motu in partnership

with our Te Whatu Ora and Te Aka Whai Ora colleagues.

We are accountable for building, maintaining and continuously improving robust planning and decision-making processes that give voice to Iwi, Māori, communities and whānau and enable the health system to deliver what matters to people.

Our next phase of change aims to achieve nationally planned and co-ordinated consistency, to empower regional implementation and integration, and to enable locally tailored delivery of care.

This is not just about structures. We also need to change the way we work together as a network and teams of teams. We want leadership that is listening, doing the simple things well and quickly, and are empowered to make the decisions that matter most to their staff and consumers.

We are embarking on this significant proposed re-organisation of Commissioning as a result of the introduction of the Pae Ora legislation and the resultant disestablishment and reorganisation of entities that had various Commissioning functions across the system (DHBs, Manatū Hauora and shared service agencies). We have a once-in-a-lifetime opportunity to create a system of commissioning that builds off much of the excellent work that both DHBs and the Ministry achieved, but consolidates those functions that are best done once (nationally), four times (regionally) and many times (locally).

My vision for Commissioning is that:

- We embed a whole health system planning process that:
 - reflects whānau and community priorities;
 - provides long-term direction for health system providers;
 - allocates resources optimally;
 - causes changes that improve efficiency, quality and equity; and
- supports and values a strong health workforce.
- We act as the community's agent in procuring primary, community and population health services that meet Te Tiriti obligations.
- We enable local solutions to community need through placed-based planning and a focus on collective impact approaches to broader population health and well-being aspirations.

Over the last few months, I have spoken with many of you and discussed several concepts that will help us establish a new Commissioning function that operates at the national, regional and local level. I have thought about your comments and embedded the ideas I've heard into our proposed structures and accountabilities. The key guiding principles that have driven the design of our structure are:

- Partnership with Te Aka Whai Ora, with a Treaty-centric approach to commissioning.
- A strong focus on addressing equity of outcomes, partnering with providers and communities, and enabling community and whānau leadership.
- Delivery of a system that is nationally planned and co-ordinated for consistency, regionally empowered to implement and integrate and locally tailored for delivery, informed and led by industry and clinical expertise, people with lived experience and the local voice of communities and whānau.
- Planning a system of care, not isolated services, with strong cross-organisational integration for seamless patient experiences.
- Recognising that it is not people groups that are 'hard to reach' but our systems and services that are often hard for people to reach; with this comes a commitment to tackling the hardest access challenges with a high sense of urgency.
- Working across government agencies and beyond health's traditional partners to stimulate collective impact at the locality level.

SECTION 1: Executive Summary & Foreword (continued)

- Increasing efficiency through reducing duplication of effort – nationalising functions that can be done once and for all, irrespective of where the function is located in the motu.
- Decreasing fragmentation and unwanted variation while at the same time creating the space for wanted local variation through locality planning.
- Decision-making as close to the community as possible.
- Our health system success measured not by inputs and outputs but by outcomes that matter to people.
- Distributed servant leadership, with less focus on hierarchy and more focus on teams working together – across national, regional and local teams, as well as across other Business Units.
- A ‘team of teams’ operating in a high trust, low bureaucracy culture where you know what you need to do and have what you need to do your job.
- An inclusive team recognising of the value of diversity in all of its forms.

There is much work ahead over the coming two years to address historic funding imbalances, improve our efforts to better integrate services across primary and community care, and update funding models in an effort to support improved access and equity of outcomes for key population groups. Te Pae Tata provides the direction for our work programme, and I have summarised what I consider to be the key priorities for the Commissioning team over the coming two years (refer Appendix 1). These priorities have driven the proposed operating model and structure of commissioning in this document.

I want to acknowledge that the proposed changes are substantive and will have a significant impact on everyone. I also want to acknowledge that we are embarking on these changes at a time when you are all working incredibly hard on important programmes of work, and these will need to continue as we move through this consultation process.

In this document, I have tried to clearly lay out the structure that I believe will achieve the vision and guiding principles articulated above. I am hopeful that you will be excited by the possibilities that this proposed new structure brings, and I encourage you to read this document thoroughly and provide your feedback so that we can move forward with the strongest team design and operating model possible. While it is necessary to define roles as clearly as possible so that everyone understands the thinking behind the team structure and functions, I am eager for our team to operate in a manner that recognises your expertise and plays to your strengths as individuals and teams.

I have spoken before of “job-crafting” which gives individuals and teams more latitude to design working arrangements that are both fulfilling for the holder of the role as well as most likely to achieve the objectives of the team and organisation. As critical as our work is, the well-being and satisfaction of our workforce is also critical to our success. Our workforce has made its way through a difficult period, but I am hopeful that this proposed team structure together with the values that lie behind our vision and guiding principles will be a source of hope for our future mahi together.

Thank you in advance for your feedback, and I hope to hear from you soon at one of our many webinars or face-to-face consultation discussions.

Ngā mihi

Abbe Anderson

SECTION 2: Our Key Opportunities

Simplify to Unify

Our next phase of change aims to **achieve nationally planned and co-ordinated consistency, to empower regional implementation and integration, and to enable locally tailored delivery of care.** We are working towards flat structures over time, with minimal layers. In this next phase we aim to:



Achieve nationally planned and co-ordinated consistency

by reducing duplication, establishing centres of expertise and co-ordinating national networks to enable consistency.



Empower regional implementation and integration

through Regional Integration Teams and Networks to enable service planning at a regional level and contribute towards equitable access and coverage.



Enable locally tailored delivery of care

through Localities establishment, hospital networks and partnerships with local communities.

The changes we are proposing across our enabling and delivery teams aim to achieve:

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

Delivery services: Clear accountability for delivery of patient facing care, organised to identify and reduce inequity of access across regions and population groups, networked to support clinical leadership and patient/whānau voice in decision making.

Our proposed Commissioning structure enables us to address some key opportunities expected from the health reforms. Moving to a structure whereby we can consolidate our system planning into a national design team provides opportunities to address the key system shifts in a systematic way across Te Whatu Ora. Establishing the thought leadership and sector expertise alongside our clinicians, consumers, providers, sector experts and communities will enable us to tackle persistent issues and address new models of integrated care that the sector has been slow to implement to date.

We anticipate that the establishment of joint accountabilities across the Regional Integration Teams of Te Whatu Ora and Te Aka Whai Ora will enable more rapid adoption of key system shifts and models of care. It will also build on the good work underway integrating health and the wider social sector through stronger regional relationships across commissioners as part of the Regional Integration Teams.

At the same time, the implementation of localities across the motu enables a much more localised response to the needs and aspirations of communities. The intent of the locality approach is to engage communities on what matters most for their health and well-being, to build relationships across organisations and providers locally to deliver more seamless care, and to embed connections with other sectors to address the wider determinants of health.

A locality approach enables the health system to embed a stronger population health focus. It also recognises the inter-connectedness of environmental factors, lifestyle factors, and socioeconomic factors on the health and well-being of a population. Systematically addressing these alongside health care services is core to achieving improved population health outcomes.

It is intended that the Commissioning team exemplifies a firm commitment to having sector and diverse voices at the table in the planning cycle of commissioning. Working with sector and consumers in the development of options for addressing unwarranted variation, equity of access and outcomes and new funding models to address sustainability will be a partnership with those outside of Te Whatu Ora and Te Aka Whai Ora. This will be done through sector secondments on key programmes of work and connecting with diverse voices in the planning of services. While these functions do not appear as distinct roles within our new proposed structure, leadership from those with current knowledge of how services work – whether from a provider or individual point-of-view – is a fundamental guiding principle for our mahi. We will cast a wide net to ensure our thinking is informed and led by a diversity of voices including people with lived experience, carers, people with disabilities and people from diverse communities.

Integrated district nursing, oral health and public health services are proposed to transfer to their main current base within Hospital and Specialist Services (H&SS) or the National Public Health Service (NPHS). However, it is proposed that we establish a small lean operational management team in two of the regions (Northern and Southern) to keep continuity for several service delivery functions that various planning and funding teams held within the former DHBs (i.e. Mangere Refugee Health Centre services and PHO Management services in South Canterbury).

There are other roles where Te Whatu Ora (via ex Ministry teams) funded a service such as SUDI prevention or Well Child improvement programmes and these were then either delivered within commissioning teams or sub-contracted out to other providers (including NPHS). Over the coming few months, Te Whatu Ora will complete its review of its commissioning approach to some of these key population health programmes in partnership with Te Aka Whai Ora. Until such a time, these delivery roles sitting in commissioning are proposed to be disestablished.

Finally, this proposed structure denotes a moment in time – March 2023. The structure must be capable of flexing as new programmes of work are rolled out as part of Budgets and other Government priorities. Your insights into areas we have missed or not taken sufficiently into account are welcomed so that our end product is a team as fit-for-purpose as possible.

Throughout the document we use the following terminology:

Localities	The geographic areas that form the basis for place-based planning and investment.
Locality partnership groups	Bodies made up of local community members who oversee the development and implementation of locality plans; each locality will have one locality partnership group.
Local teams	Te Whatu Ora staff who support commissioning activities across localities. They may work from anywhere in the motu and, depending on the size and number of localities, may support more than one locality.
Regional teams	Te Whatu Ora and Te Aka Whai Ora staff who support local teams with subject matter or technical expertise that requires concentration of expertise once across the region.
National teams	Te Whatu Ora and Te Aka Whai Ora staff who support regional and local teams, provide a point of contact for national service providers and other organisations, and take the lead in overall systems design.
Enabling functions	Te Whatu Ora teams made up of Finance, Infrastructure and Investment, People and Culture, Data and Digital.
Delivery functions	Te Whatu Ora teams made up of Commissioning, National Public Health Service, Pacific Health, Service Improvement and Innovation, Hospital and Specialist Services.
Regional Integration Teams	The key regional leadership positions of national service delivery functions within each region, co-chaired by Te Whatu Ora Regional Wayfinders and Te Aka Whai Ora Regional Directors.

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

Please note the above outlined Tiers are not related to financial delegation levels.



2.1: Business Partnering

To succeed, our entire business must operate as teams of teams.

Te Whatu Ora proposes a matrix model of partnering across groups with the sum of parts delivering on Te Pae Tata (the New Zealand Health Plan). A key feature of the Te Whatu Ora operating model is that a range of other teams across the Enabling functions will provide business partnering to the Delivery teams. For instance, the Finance team will provide an embedded team of finance analysts in commissioning to support the financial management of the commissioning appropriation. As such, Finance functions that were led out of Commissioning teams within former DHBs, have shifted to the Finance team but those functions will be partnered back up into Commissioning teams. The same is true for many data and analysis related roles that are proposed to transfer to Service Improvement & Innovation (SI&I) but will partner closely with Commissioning teams.

Similarly, the People and Culture (P&C) team, Communications team, and Data and Digital (D&D) team will all work in close partnership with commissioning.

Other partnering arrangements with the Chief of Staff (who leads the CEO office) will also support Commissioning. For instance, the Chief of Staff will hold a planning and performance team which will provide the national frame for core planning requirements, including the development of the next New Zealand Health Plan. While this group will develop the national planning framework, the development and implementation of key plans such as Regional Health Services Plans will be facilitated and developed by the regional commissioning teams. Legal services and emergency planning functions previously held by planners and funders will also now be led through the Chief of Staff and the Chief People Officer.



2.2: Cross-organisation commissioning partnerships

Te Aka Whai Ora is our primary partner across all commissioning activities. As well as Te Aka Whai Ora's strategic remit to lead the system's focus on Māori, lead the management of Crown-Māori partnerships across the system via Iwi Māori Partnership Boards (IMPBs) and commission Māori health services, it also acts as a co-commissioner with Te Whatu Ora to ensure that hauora Māori requirements are prioritised.

Te Whatu Ora will by default lead on whole of population commissioning and operational matters relating to general health services. However, where these have a significant impact on Māori health outcomes, Te Aka Whai Ora will influence and agree these intended outcomes, set service expectations to reduce bias, undertake monitoring, engage with iwi/Māori, and jointly approve final plans and resource allocation.

Commissioning refers to the full cycle of analysis, planning, service development, procurement and review across health services in partnership with people, whānau and the sector. The Commissioning functions hold the system view for people and whānau, with other Business Units across Te Whatu Ora contributing to this cycle.

In this proposal, historical Commissioning functions have been distributed across various teams in our new operating model with the matrix expectations of how Te Whatu Ora and Te Aka Whai Ora will work ensuring a partnership across these functions. There are functions that were previously supported by DHBs and Manatū Hauora such as emergency management, hospital procurement and pricing, Pacific commissioning and broader public health commissioning in the areas of screening and immunisation which are proposed to be placed across other Business Units in Te Whatu Ora.

For instance, the H&SS team is likely to propose a team who will support the development of purchasing arrangements for hospitals and will simultaneously partner with Commissioning to develop system wide approaches to key system blockages and areas for improvement (e.g. urgent care, planned care etc.). Similarly, the Pacific Health team will have their own infrastructure to support the commissioning of Pacific health services and to connect with Pacific communities. Likewise, the NPHS will continue to plan and commission immunisation and screening services. Some suicide prevention and postvention services that were historically based in DHB commissioning teams in some DHBs have transferred to Te Aka Whai Ora who have the lead around suicide prevention.

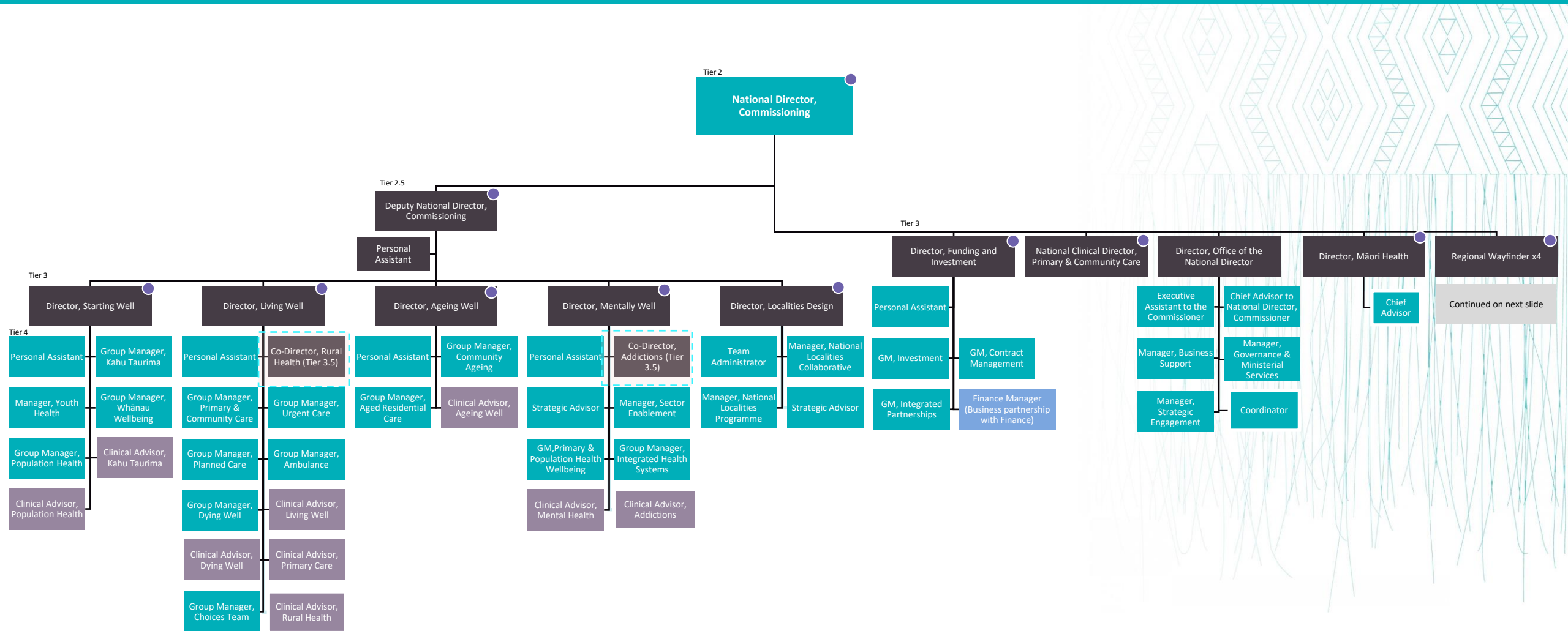
The Service Improvement and Innovation (SI&I) Team will be the primary holders of functions around quality improvement across the system. In addition, SI&I will be the home of a strong population health analytical team that will provide health insights and Health Needs Analyses for other Delivery teams to utilise as required. They will also hold the analytical function to support oversight of performance across Te Whatu Ora.

Therefore, while you may not see some of these functions represented in this consultation document, they are proposed to exist through the 'teams of teams' arrangement that is a core principle of the reformed operating model. As each of those teams goes out for consultation over the coming weeks or months, you will be able to see the detail of where some of these functions are proposed to be located and be able to provide feedback through those consultation processes

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	Agreed role w/Te Aka Whai Ora
	Business Partnering Role
	Te Whatu Ora roles
	Clinical Advisors

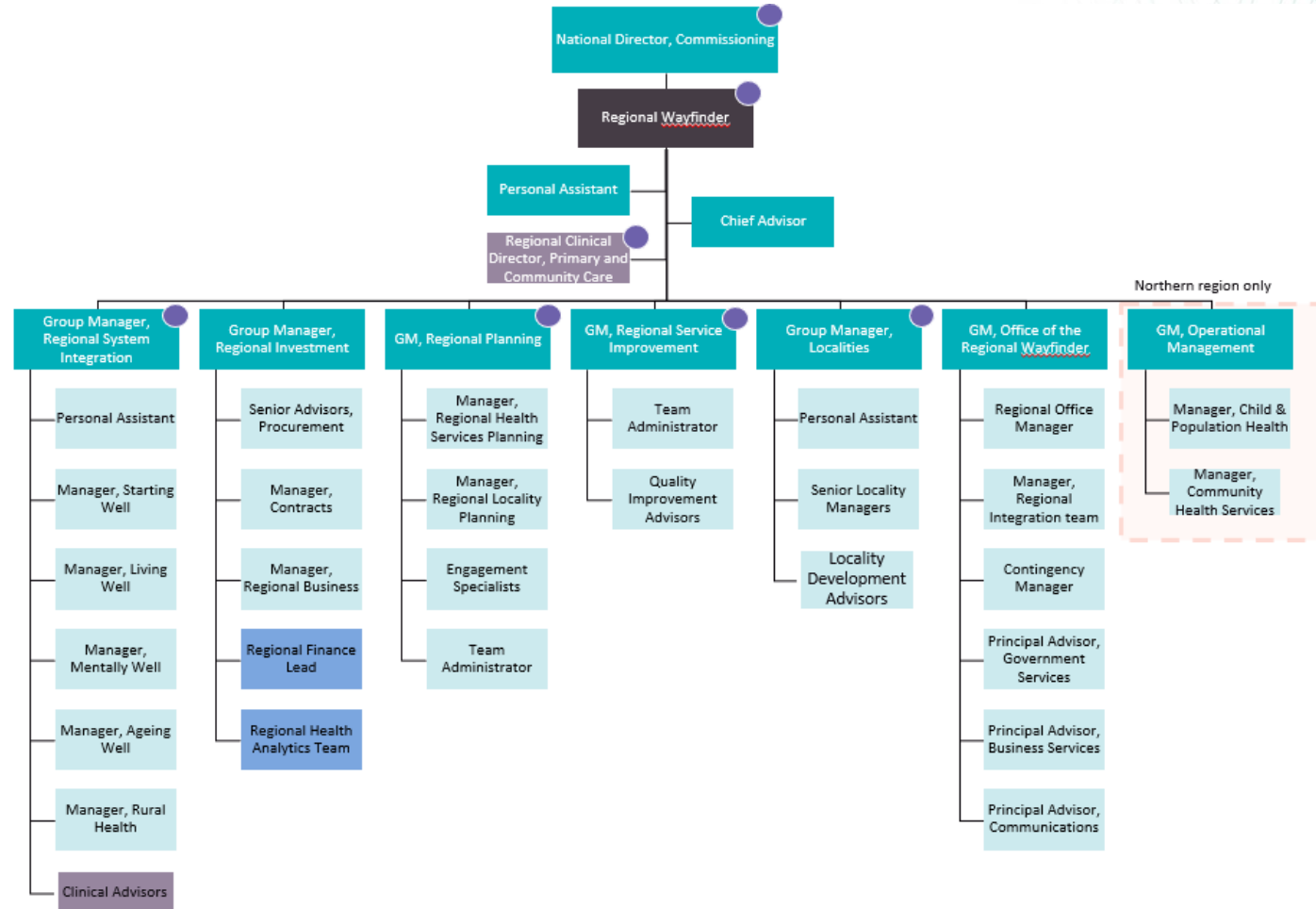
SECTION 3: Our Proposal



Commissioning Consultation Document

○	Agreed role w/Te Aka Whai Ora
■	Business Partnering Role
■	Te Whatu Ora roles
■	Clinical Advisors

The proposed regional structure is depicted below.



3.1: National Teams

The national teams will act as servants to the regional and local teams, working closely with the regional investment teams, localities teams and regional service integration teams charged with implementing appropriate models of care and service delivery that address equity gaps and meet the needs of their communities.

The Deputy National Director, Commissioning & System Design is a Tier 2.5 role that deputises for the National Director, Commissioning, and leads the system design teams that are grouped according to life course as set out in a following section.

3.2: National Clinical Director, Primary and Community Care

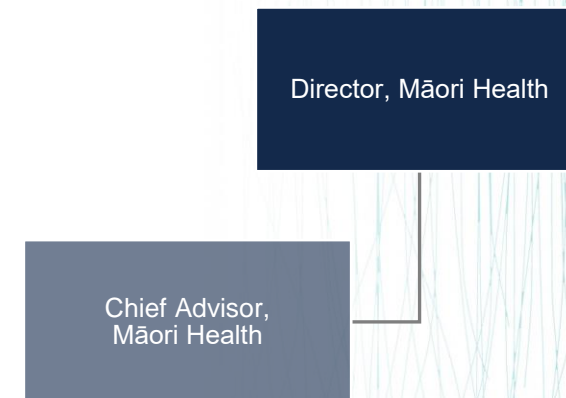
The National Clinical Director, Primary and Community Care is proposed to have a key leadership role in all aspects of system design, providing professional guidance to the National Director, Commissioning and the System Design team, in particular. This role is intended to work in partnership with clinical leaders within Te Aka Whai Ora, hold critical relationships with key sector clinical groups and internal clinical leaders, and support the commissioning team to design and guide improvements that address equity, quality and patient safety outcomes. This role has an important role to play in whole-of-system clinical governance assurance processes.

This role will also be required from time to time to support the National Director, Commissioning in key Ministerial briefings. The National Clinical Director, Primary and Community Care will work alongside the four regional Clinical Directors, Primary and Community Care who are proposed to have dotted reporting lines to the National Clinical Director.

This role is proposed to be part time to recognise the importance of current active involvement in front-line clinical work. Importantly, this role will also be a senior member of the overall Clinical Leadership Team of Te Whatu Ora, through a strong dotted line connection to the Chief Clinical Officer.

3.2: Director, Māori Health

The Director, Māori Health works closely with Te Aka Whai Ora to ensure the Commissioning team's mahi is delivered in a way most likely to achieve equitable outcomes for Māori. The Director, Māori Health ensures all work reflects these responsibilities and aligns to Te Aka Whai Ora's whānau outcomes framework. The Director will have a Chief Advisor who will support the broader Commissioning teams to ensure that the needs of Māori are at the forefront of design, planning and implementation of the work undertaken by the Commissioning team.



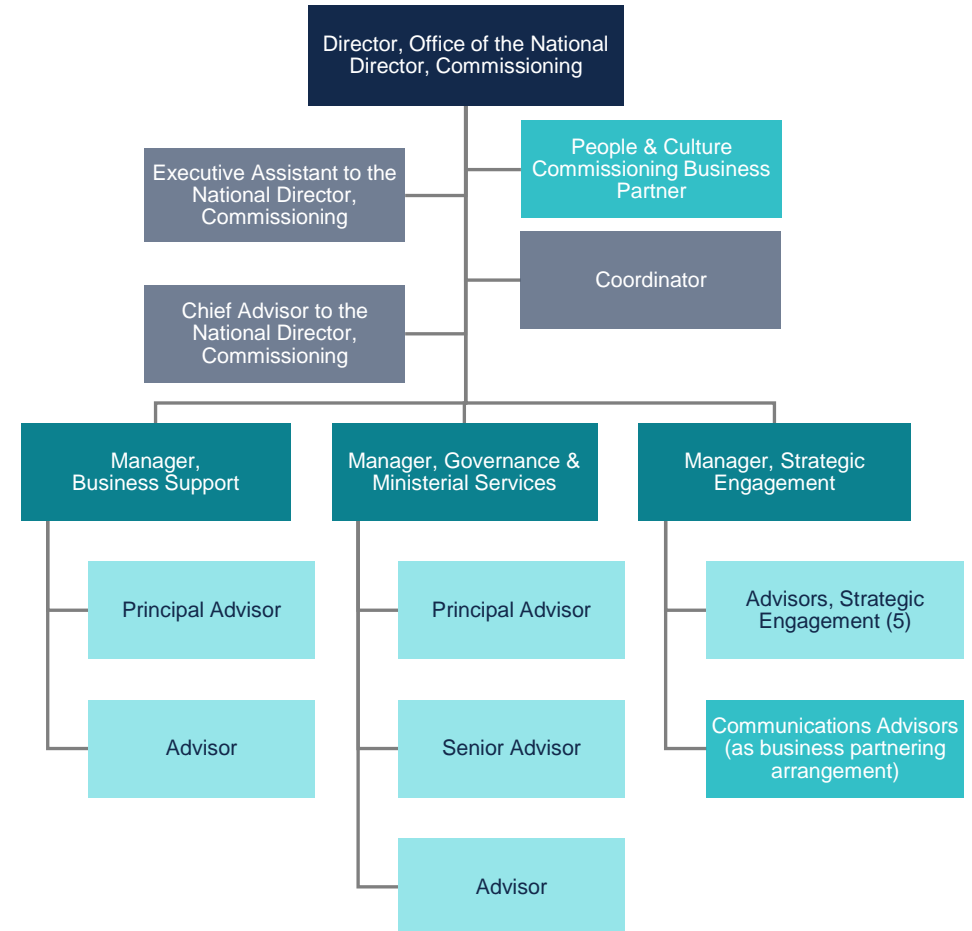
3.3: Office of the National Director, Commissioning

The Office of the National Director is a team that consolidates the functions of all the offices previously sitting under Ministry transferred teams. The Office will be responsible for managing all the internal business planning processes for the Commissioning Business Unit, including developing, and reporting against, the Commissioning work programme and providing risk and mitigation reporting to the Director. The Office will also have a small team of strategic engagement specialists who will work closely with communication business partners, with some of these specialists 'embedded' in other teams but supported by a Manager within the Office.

The team also has a Government and Ministerial services function, overseeing the development and management of all reports and briefings including Official Information Act requests (OIAs) and Parliamentary Questions (PQs). The team will work closely with the Offices of the Regional Wayfinders to ensure consistent systems and practices across the business. This team's overall objective is to "smooth the path" for their colleagues across the wider Commissioning team.

Key functions include:

- Developing and maintaining annual business plans for Commissioning.
- Coordinating reporting requirements and Commissioning's input into Te Whatu Ora planning and reporting processes, including input into briefings, weekly reports, PQs, OIAs and Ministerial briefings.
- Overseeing and managing Board reporting processes and the interface with the Board secretariat.
- Developing and implementing effective risk management practices across the team.
- Developing and implementing consistent group-wide processes, procedures, tools, and templates.
- Supporting the strategic communications and engagement needs of the national and regional teams, working in partnership with the national communications teams.
- Lead whole of system strategic, business and health planning.



3.4: National System Design, Commissioning

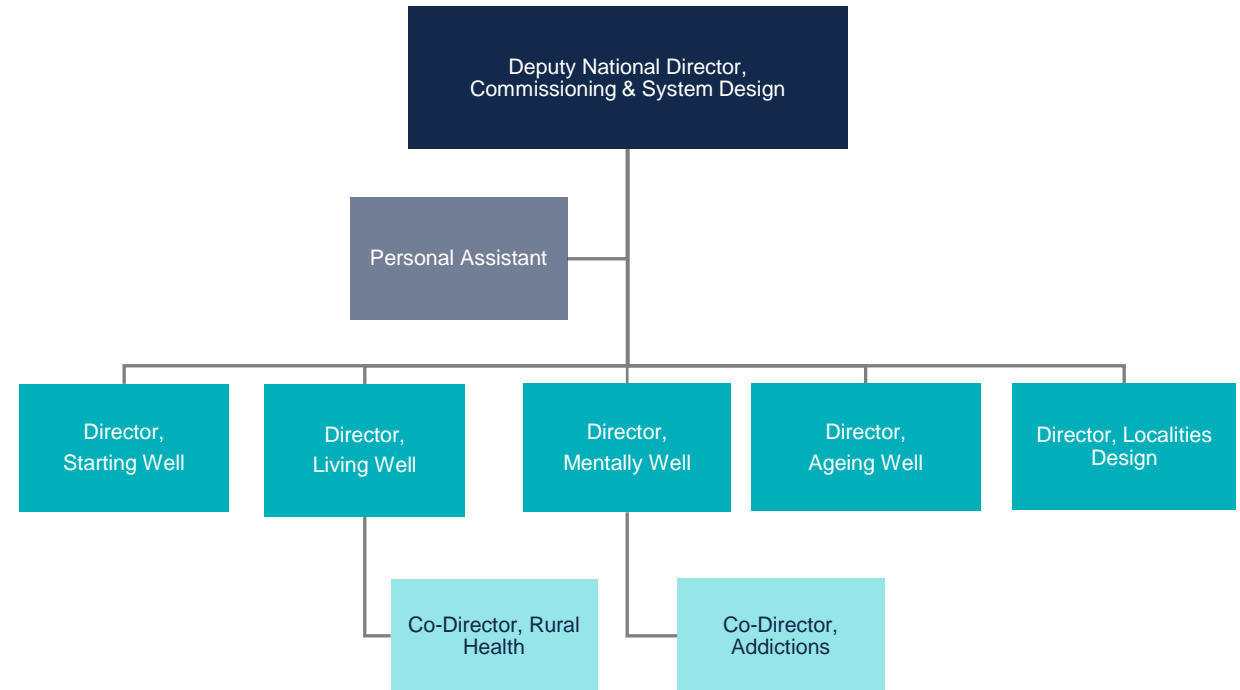
The System Design team is the home of the system architects and will be led by the Deputy National Director, Commissioning & System Design. The teams will be responsible for leading the work to reimagine the architecture of the health system and to make sure that nationally contracted health services are robust, efficient and responsive to the well-being aspirations of communities and whānau. These are critical planning functions enabled by a strong partnership with Te Aka Whai Ora, as well as the other Delivery teams within Te Whatu Ora. These are nationally based functions that serve the regions and localities with a range of content experts (from clinicians, consumers, Iwi, sector experts, etc.) that design nationally consistent models of care across key life span areas.

This group is responsible for working with Manatū Hauora to establish long-term blueprints for the transformation of these systems of care, largely implemented at the regional and local level through the Wayfinders and integration teams. The System Design team also supports regional clinical services planning through their system design expertise.

All teams within the National System Design Team will have a significant role in servicing Ministerial and government requirements with subject matter expertise and have oversight of Budget processes alongside regional colleagues. The System Design team will also help co-ordinate and provide a national understanding of key service areas, building off the information and advice of localities and regions.

Procurement and contracting of health services will primarily sit with regional and local Wayfinders except where national agreements are required, with the System Design Teams providing guidance on national requirements including nationally consistent service requirements and funding approaches.

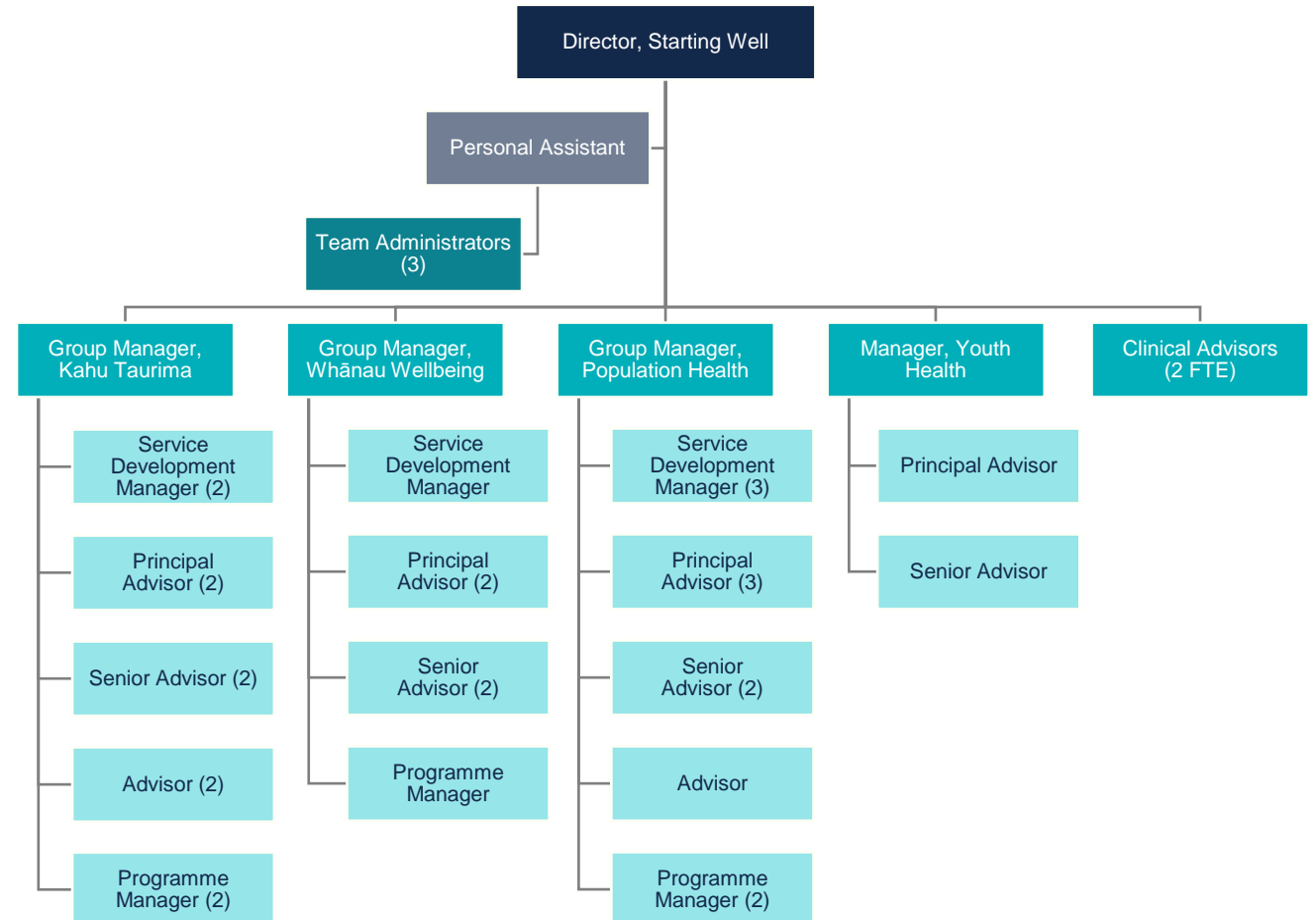
The System Design Team is comprised of five teams who oversee the system design function across the life span (Starting Well, Living Well including Rural Health, Mentally Well & Addictions and Ageing Well) along with Localities Design.



3.4.1: Starting Well

The Starting Well function has a strong interface and relationship with localities, NPHS, SI&I and Pacific Health. The Starting Well team oversees both the Kahu Taurima programme of work (integration of maternity and child health system), as well as the broader population health system design function. The Kahu Taurima team has a significant role in redesigning what and how we fund maternal and child health services to enable better integration and outcomes for mothers and babies – with a particular focus on positive outcomes for Māori and Pacifica mothers and babies. While primarily a design team, the Starting Well function has oversight and management responsibilities for key national contracts including Family Planning Services, Plunket and maternity services.

Starting Well also includes a population health team whose focus will be on both prevention aspects of illness as well as improving the health and well-being of local communities - the latter being largely driven through localities. This team will be responsible for service design and improvement of key early intervention and population health services (such as housing, lifestyle programmes, sexual health, whānau health, rheumatic fever programmes, HIV, etc), but will also develop a wider focus on community development, prevention and the social determinants of health. The team will work closely with the regional and local teams, who are accountable for place-based planning and the wider interface with communities, Iwi and the social sector.



3.4.2 Living Well & Rural Health

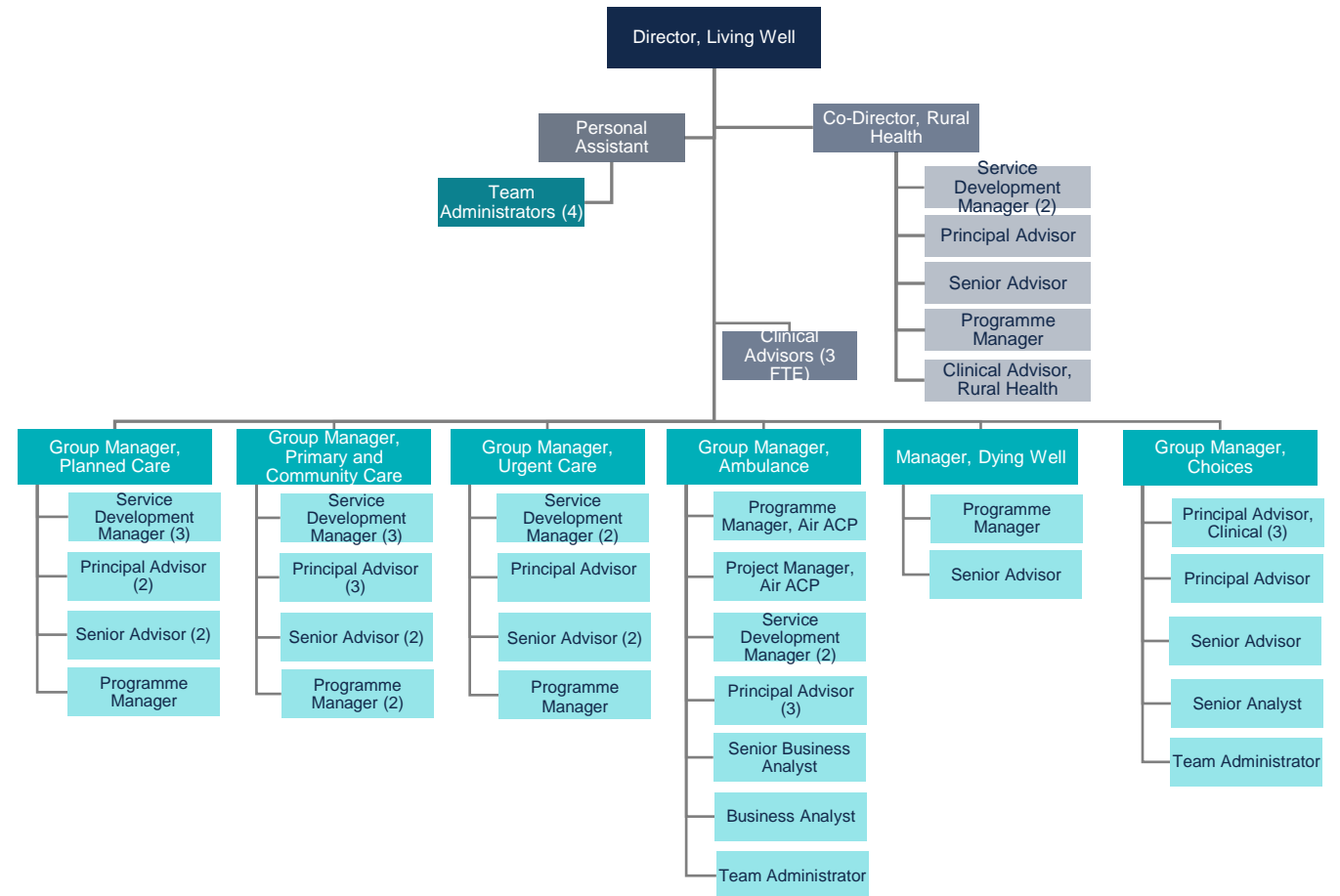
The Living Well function oversees a broad system re-design across primary and community care, urgent care, planned care and ambulance services (which is a partnership with ACC). In recognition of the importance of dying well as part of our life course, irrespective of age, Living Well also includes the areas of hospice and palliative care.

A Co-Director, Rural Health will also be established under Living Well to recognise the unique requirements of rurality. This team will oversee the development of an integrated rural health delivery plan across Aotearoa New Zealand working closely with Manatū Hauora which is currently developing a rural health strategy. Other work will be addressed in partnership with Te Aka Whai Ora and H&SS colleagues, such as the re-design of models of care and service to address the significant issues of access to health services for rural New Zealanders. This team will work closely with the regional and local commissioning teams to design integrative services for rural New Zealanders.

The Living Well team overall will play a key role in redesigning how primary care services are funded in the future, including the development of network support services. This team will also address how the urgent and planned care system should operate, and in particular how the primary and community care system could support improvements in urgent and planned care.

Other responsibilities include developing a well-formed strategy across referred services, ensuring that regional and local teams have a consistent and strong direction for the shaping of the laboratory and radiology markets, and addressing the significant variability in travel and accommodation access across the country.

Some national agreements such as the Telehealth service will continue to be managed nationally by this team. The recently transferred Choices Team from Manatū Hauora that supports assisted dying and abortion is proposed to be included in this team.



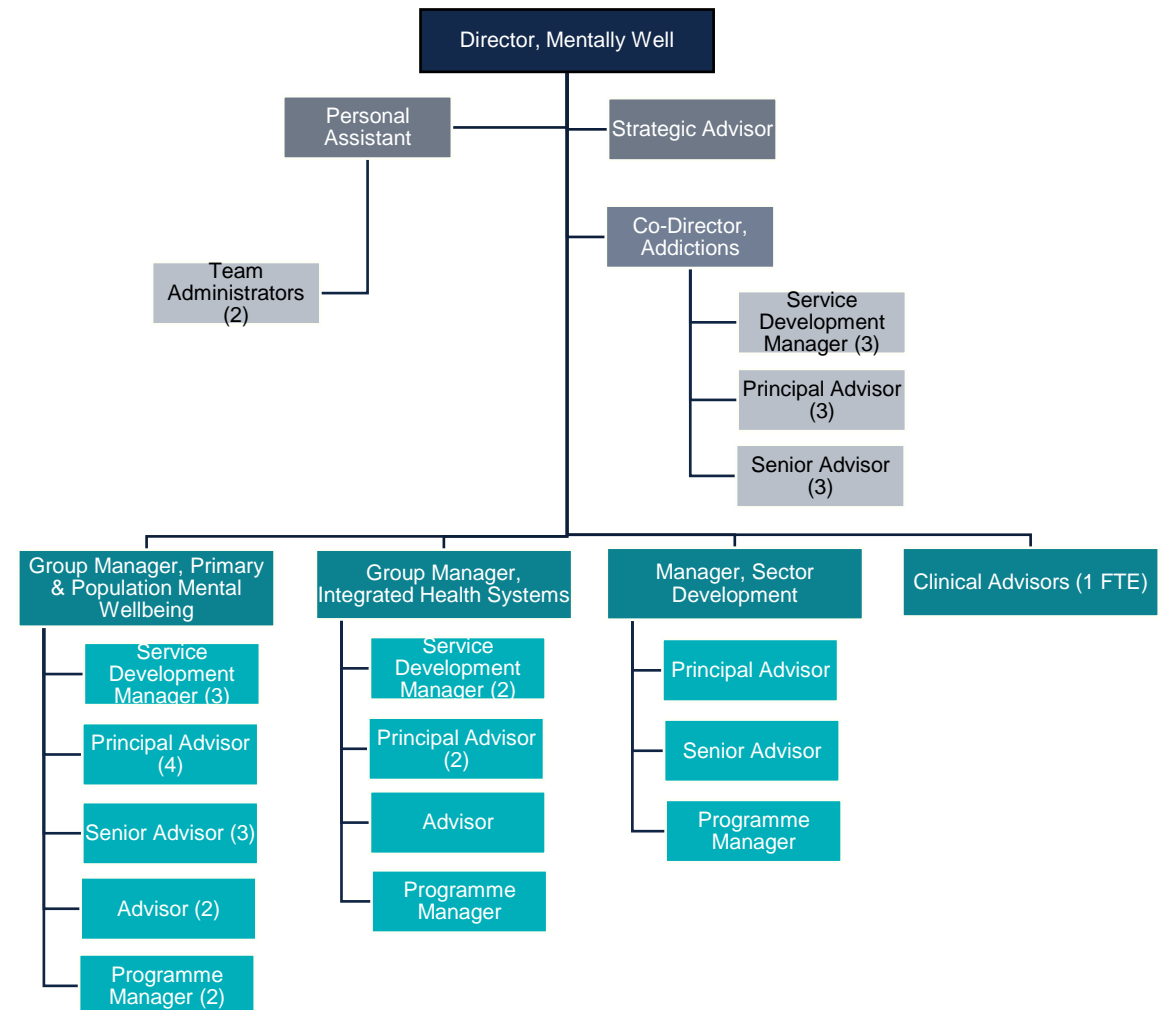
3.4.3: Mentally Well & Addictions

It is proposed to organise the Mentally Well function into two teams – one overseeing alcohol and other drugs and one overseeing mental health. The Addictions team will be led by a Co-Director.

A significant redesign of mental health and addictions was signalled by He Ara Oranga, identifying the need to integrate community mental health services across primary and community care, address poor access rates and outcomes for Māori and Pacific peoples, and address urgent crisis response gaps.

These teams will lead the redesign of the mental health and addictions service specifications framework to realign and develop consistent service and funding models for specialist mental health services, community mental health and addiction services. They will also lead out on the significant programme of work still underway to implement Budget 19 and Budget 22.

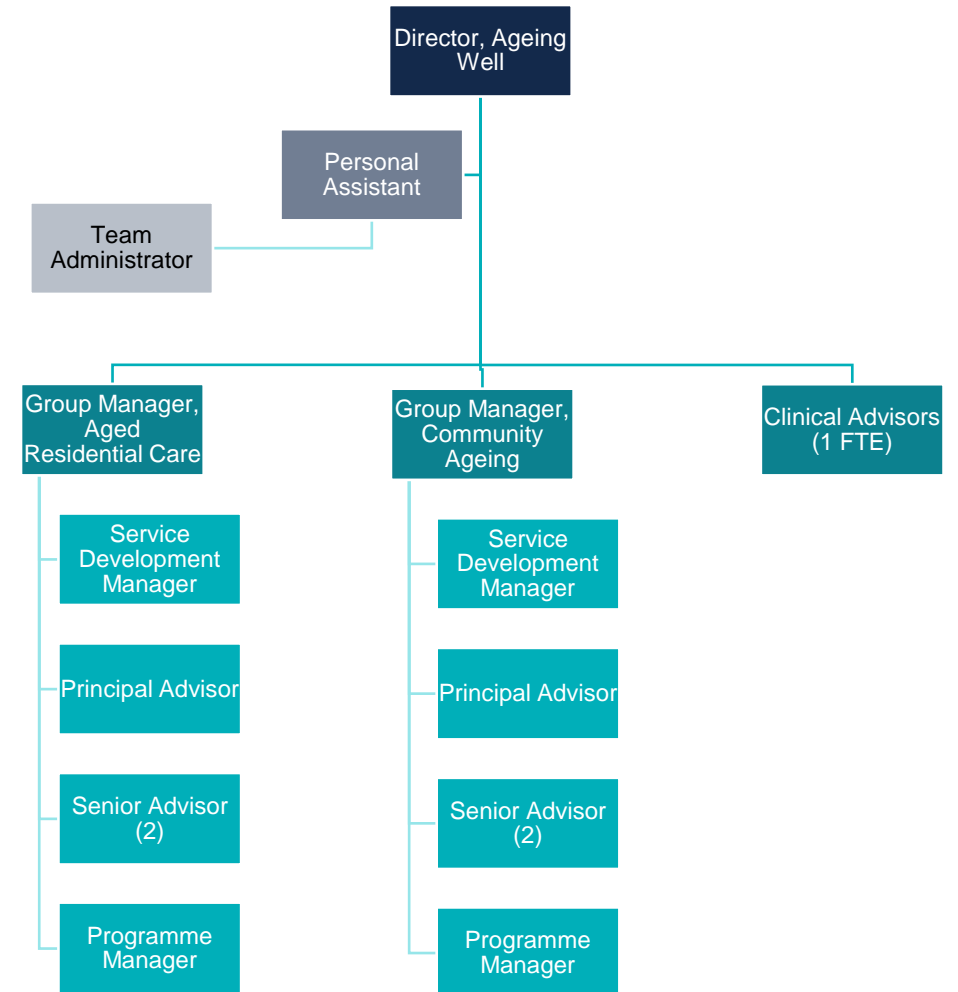
These functions will have a strong interface with Te Aka Whai Ora and the H&SS team, tasked with designing models of care and services focused on addressing access and equity.



3.4.4: Ageing Well

The Ageing Well function is proposed to oversee a broad redesign of Kaumātua older persons services and, in particular, the development of nationally consistent funding and accountability mechanisms for residential aged care and home-based support services. It aims to achieve better integration and less fragmentation for older person's services and provide the framework for implementing the Dementia Action plan at the regional and local levels.

There is significant work to be done re-imagining Kaumātua/older persons services, so they are enabled to live healthy lives and contribute meaningfully to their whānau and communities. This requires considering everything from prevention and early intervention to enable Kaumātua/older people to stay healthy and make informed decisions about the health services they receive through to strengthened and responsive community-based services that enable Kaumātua/older people to receive quality and responsive health care, support and rehabilitation in their homes and communities. There is significant opportunity to create seamless pathways of care for older persons across providers, including integrating primary care, district nursing services, Needs Assessment Support Coordination (NASC), aged care and home and community support services to enable responsive care in the community. This will require reviewing how these services are funded, where these services are provided, and how services connect to provide seamless care for complex older adults.



3.4.5: Localities Design Team

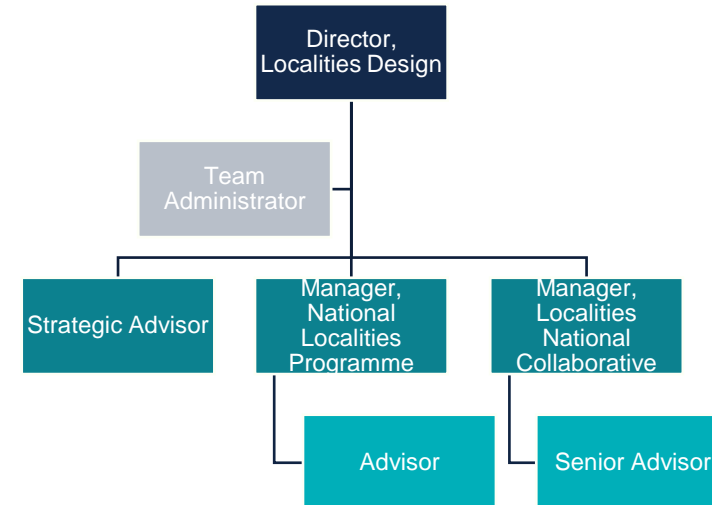
Localities are a fundamental element of the Pae Ora reforms and are a key mechanism by which community and whānau leadership is achieved in the new health system.

The Localities Design team is responsible for the development of the localities approach and the national oversight of place-based planning across localities in partnership with Te Aka Whai Ora.

The development of localities is a partnership with communities, providers and IMPBs. As localities are implemented, the Localities Design team will act in a strategic advisory role to the regions and local teams who will be tasked with the development and implementation of localities. The team will be responsible for developing:

- an outcomes and service framework to understand the service coverage and access outcomes localities will be measured against;
- a national rollout plan to achieve deadlines in statute; and
- a localities funding model in partnership with Regional Wayfinders and their teams.

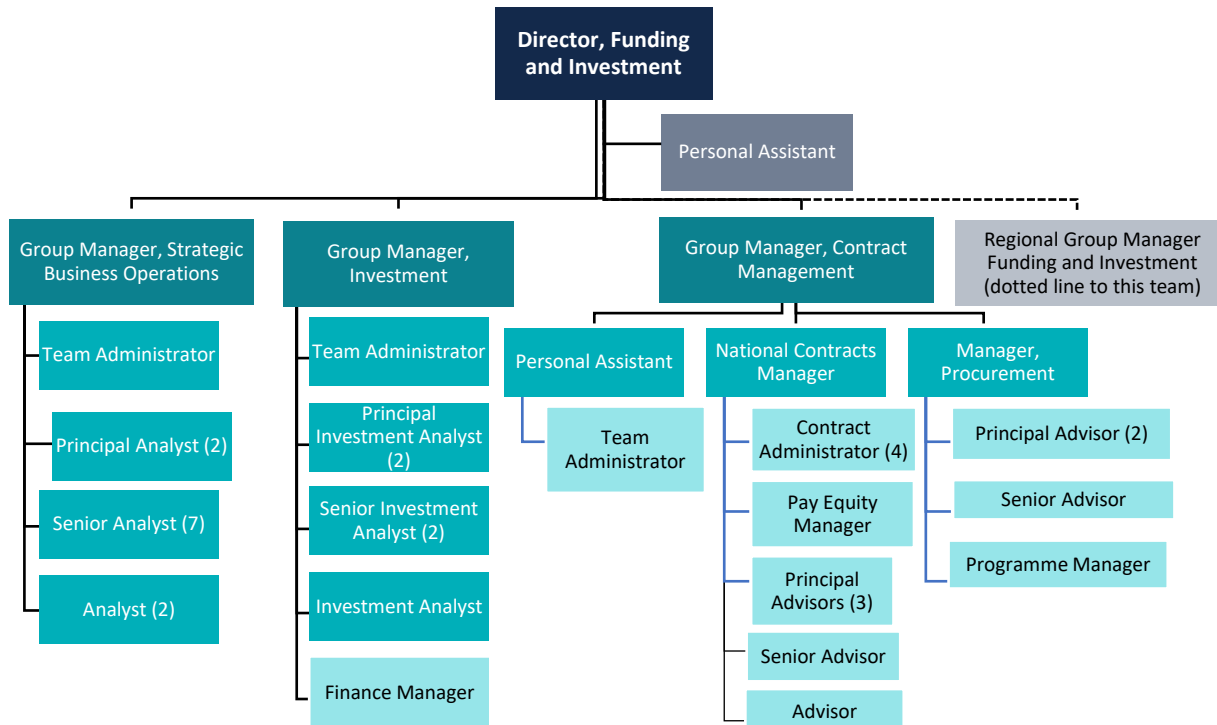
The Localities Design team is responsible for consistent communications and will manage a learning collaborative across localities. They will also provide a national view of development and implementation for internal and external stakeholders.



3.5: National Funding and Investment Team, Commissioning

The proposed National Funding and Investment team provides the infrastructure that supports both strong planning and management of the commissioning budget, as well as the information and technical expertise to support operational management, planning, procurement and implementation of key national systems.

The National Funding and Investment Team is proposed to have three key teams:



3.5.1: National Investment Team

The Investment Team is proposed to be a small team responsible for managing the Commissioning budget of approximately \$8 billion per annum, providing expert advice and analysis to the National Director and Regional Wayfinders. It is responsible for developing a long-term investment strategy to ensure that the needs of people and communities are met through funded health services, considering how best to distribute and allocate the Commissioning resources. The team will also work in a business partnering arrangement with finance, who will provide the day-to-day finance support to manage the budget.

Key proposed functions include:

- Providing expert advice to lead the planning and allocation of the Commissioning budget, including strategic opportunities for investment.
- Providing technical expertise to national and regional teams to assist in understanding their investment profiles and developing new funding and investment models that address key equity gaps and variances.
- Monitoring and reporting on Commissioning's spend.

Investment is both a national and regional function, with Regional Managers holding a direct reporting line to Regional Wayfinders and a dotted line to the national investment team.

3.5.2: National Strategic Business Operations Team

The Strategic Business Operations team will have a group of technical experts who have a close understanding of key sectors and support those undertaking commissioning to understand the operational performance of those services, as well as supporting teams to develop new funding and costing models for various programmes of work.

This team is intended to work closely with both their regional counterparts, who will have a dotted reporting line to the team, as well as the SI&I team whose analysts will provide broader health intelligence insights and population health analytics to compliment the information for Commissioning functions.

Key proposed functions include:

- Monitoring, analysing and interpreting the activities of providers, nationally and within regions, to support service planning and work priorities for national and regional teams.
- Modelling impacts of alternative services, models of care and funding models to drive improved health outcomes.
- Developing key performance dashboards of operational performance for the national and regional teams and tracking key system performance indicators in partnership with SI&I.
- Supporting national and regional teams in developing the framework for understanding and implementing a nationally consistent complaints programme across funded services in partnership with the Regional Service Improvement teams and SI&I.

3.5.3: National Contract Management Team

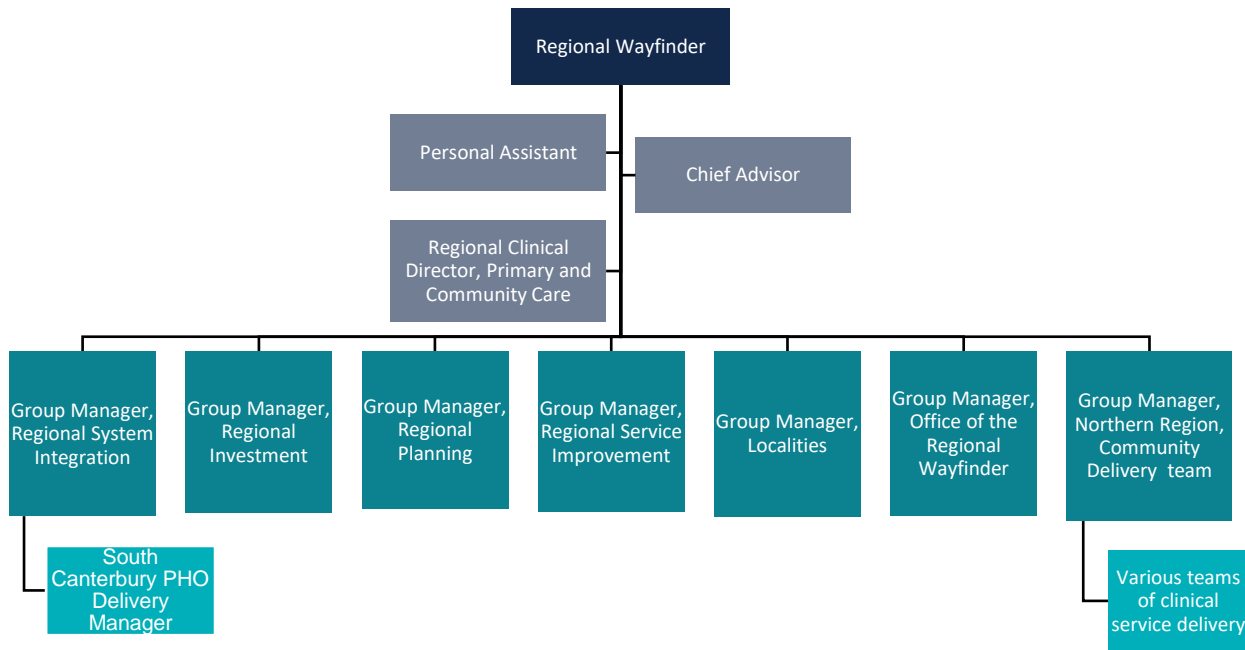
The Contract Management team provides the technical and administrative support to enable modern commissioning. The team will operate at a national level but will also interface with regional teams who will have oversight of their own contract administration and procurement processes at a regional and local level. They will hold a strong partnership with Sector Operations, supporting the development and implementation of the new Health Systems Agreement and Payment (HSAAP) system.

Key proposed functions include:

- Leading the contract generation and variation processing for national agreements and payment functions for contracted services.
- Overseeing key administrative business processes such as setting up contractors, invoices, etc. for national and regional teams.
- Supporting the management of section 88 notices.
- Supporting the technical work that enables the implementation of key government directives that require national enablement (e.g. IBT, pay parity, etc.).
- Developing expertise and supporting complex commercial procurement practices for the national teams and providing expert advice to regional and local teams.
- Developing expertise in wider social sector commissioning, including the interface with wider social sector funders, to develop integrated contracts across funders.

3.6: Regional Teams

The bulk of the proposed functions for the four regional teams are the same across regions. However, as the structure is implemented, each of the regions may develop a lead portfolio approach to both analytical and service development functions, dependent on their recruitment to key roles. We propose that each Regional Wayfinder is responsible for six key teams:



3.6.1: Office of the Regional Wayfinder

The Office of the Regional Wayfinder (Regional Office) is proposed to be the central co-ordination point for the regional Commissioning functions. The team will work closely with the Office of the National Director, Commissioning to ensure consistent systems and practices across the regional business including internal business planning and risk management processes. The team will also support the National Office of the Director, Commissioning with any regional requirements around Government and Ministerial processes such as OIAs, PQs, briefings, and reports.

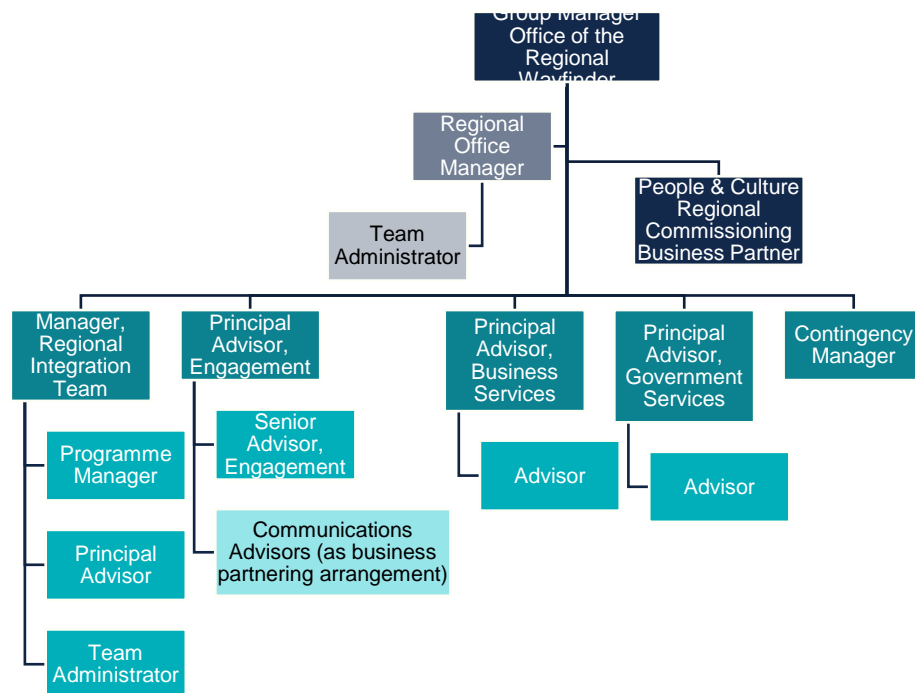
The Regional Office will also administer key operational processes such as fees reviews and interface with key emergency response teams where required.

It will also provide the secretariat function for the Regional Integration Team (RIT) which the Regional Wayfinder will co-chair alongside the Regional Director for Te Aka Whai Ora. The four Regional Integration Teams will operate in line with the national service delivery leads' expectations to ensure vertical and horizontal integration across all services within a region and deliver a nationally consistent regional work programme. To help improve health outcomes and equity for their populations, the RITs will:

- Take a collaborative approach to ensure that the health system is delivering the Pae Ora Act requirements and implementing the resultant system-wide transformation priorities;
- Deliver regionally integrated plans and ensure performance oversight across all delivery services, acting to address inequitable variation or emerging pressure points;
- Manage key partner relationships that may span multiple delivery services or enabling functions (e.g. Iwi, Civil Defence, local government);
- Provide regional advice to help inform national strategy and priority areas for delivery services and enabling functions; and
- Partner with other Regional Integration Teams and national teams to ensure national consistency in decision-making where appropriate.

Key proposed functions of the Office of the Regional Wayfinder team include:

- Coordinating and supporting regional input into the development of annual business plans, reports, briefings, etc.
- Implementing consistent group-wide processes, procedures, tools, and templates at a regional level.
- Implementing the risk management practices developed by the national office across the team.
- Secretariat for Regional Integration Teams.
- Interface with NGOs and the national office on emergency/contingency planning.



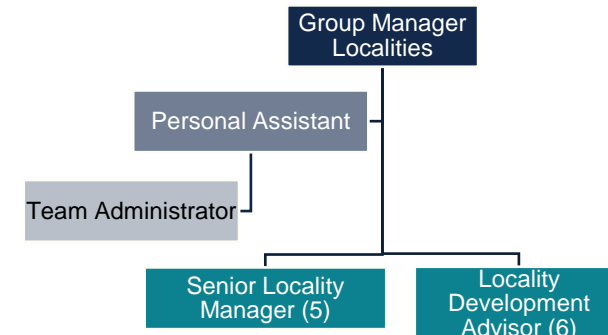
3.6.2: Localities Team

This team is proposed to have dual responsibility for establishing and maintaining localities across the region, as well as holding the critical contract management and relationships with funded health providers across the regions. Maintaining strong relationships across communities, IMPBs, Pacific Health, NPHS, local government and other NGOs will also be a key function of this team.

The Localities team will work closely with the Regional System Integration Team and the Regional Service Improvement Team who will hold the service subject matter experts, quality improvement experts, and change management experts to support the development of new models of service and care, management of key service risk issues, as well as drive the integration programme of work across the system.

Key proposed functions include:

- Establishing and supporting localities and locality partnership groups.
- Supporting the development of locality plans.
- Building relationships and working with communities, IMPBs and intersectoral partners.
- Directing the procurement of services, managing contracts and provider relationships.
- Supporting the integration and connection of services across localities.



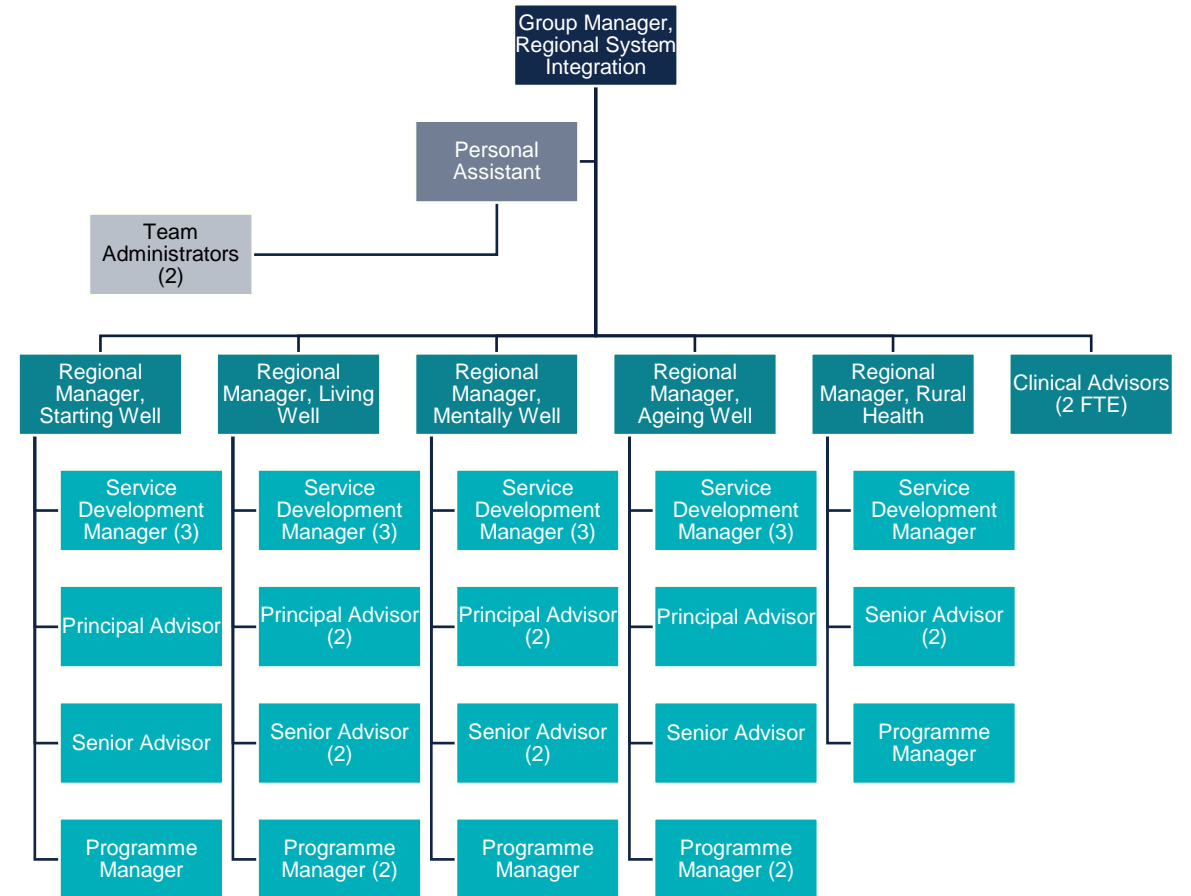
3.6.3: Regional System Integration

The Regional System Integration team is proposed to be made up of subject matter experts, clinical experts and change management experts who will lead system integration across regions and localities. The team is designed to support the Locality Managers to navigate complex service issues across providers and localities and work with the regional system improvement team to address key issues of service quality, supporting key integration and change programmes of work. Improving Māori health outcomes and addressing equity gaps will be a particular expectation of the work of the team.

This team is intended to hold strategic service development relationships with providers across localities and/or regions where appropriate including ensuring localities are well-supported by integrated networks of providers aligned to support priorities identified in locality plans. The team is also intended to work in matrix with the national system design team to support the development and implementation of key integrative models of care, working closely as part of the Regional Integration Team across Te Whatu Ora and Te Aka Whai Ora to drive new models of care as identified in regional clinical services plans. The team will also provide input into regional and locality health planning processes – a key deliverable of the regions.

Key proposed functions include:

- Providing expertise across key service areas (e.g. primary care, maternity, mental health, rural health, child and youth, older persons) and identifying and implementing key areas for improvement where variations exist across localities.
- Supporting localities to implement new models of care.
- Developing strong relationships across Te Whatu Ora and Te Aka Whai Ora's national and regional teams to support integration activities.
- Holding key relationships with sector leaders across the region and localities in key subject matter areas.
- Supporting Wayfinders in complex provider negotiations in key subject matter areas.



3.6.4: Regional Planning Team

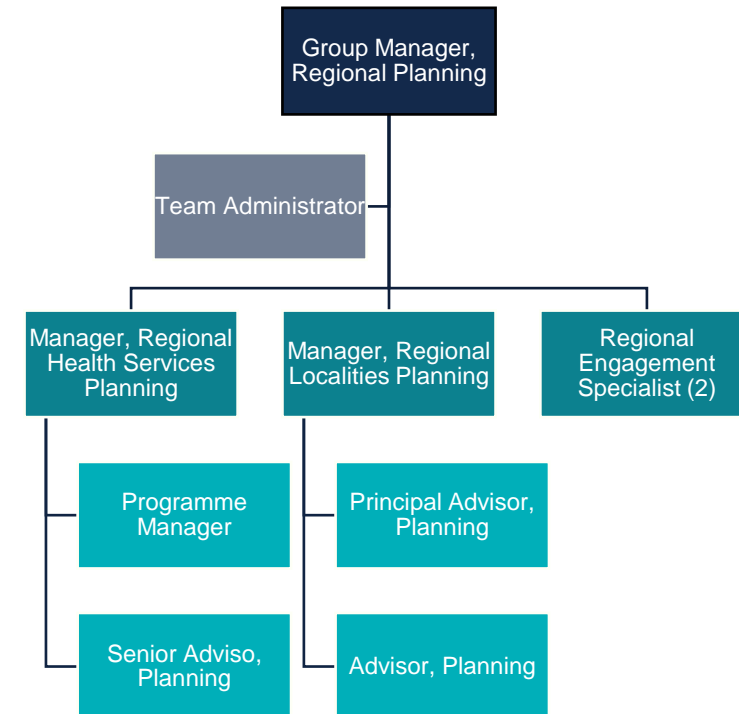
It is proposed that the Regional Planning team will be responsible for the development of a Regional Health Services Plan built off national planning approaches and Te Pae Tata. These teams will provide a three-year implementation plan for Te Pae Tata and a 10-year view of capital requirements and new models of care and services to address service improvements and equity variation across the region. The Regional Integration Team (RIT) will provide the oversight for this work.

The team will work closely with national System Design colleagues within Commissioning, as well as the SI&I team who will provide the insights and analysis for the plan, the Planning and Performance team within Te Whatu Ora who will provide the frameworks and approach for regional planning, and the capital investment team, workforce taskforce, P&C and Data and Digital Business Units. The team will also develop their Regional Health Services Plans in partnership with Te Aka Whai Ora colleagues and the Pacific Health team.

The team will be responsible for the development of the Locality Plans for the region, which will identify the strengths and challenges across localities and the key approaches to address these and improve equity of outcome for that locality.

Key functions include:

- Developing Regional Health Services Plans (RHSP).
- Reporting against the implementation of the RHSP.
- Development of Locality Plans.
- Supporting the regional teams around specific service plans to address key unwarranted variations.



3.6.5: Regional Service Improvement Team

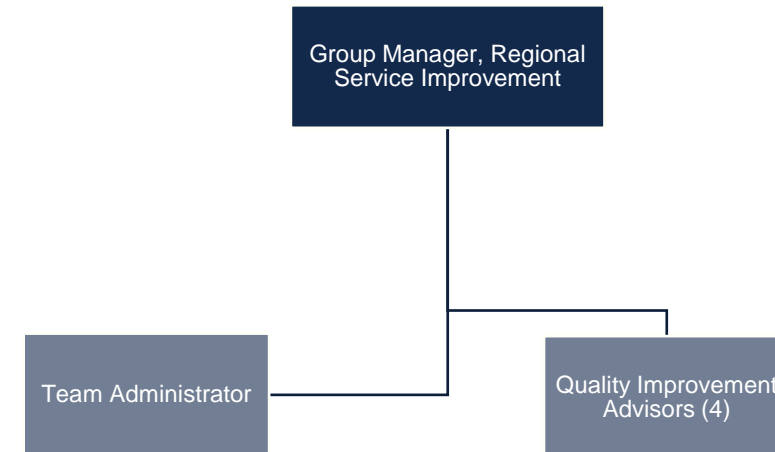
The proposed Regional Service Improvement team is responsible for the clinical and quality assurance of funded services. The team will be made up of clinical leads and quality experts to support the effective management of key quality issues across NGO and other services across the region and localities.

The team will have oversight of the complaints management process for funded services and support those services to address key issues of quality. They will work with SI&I and the national business support team to develop robust complaints management processes. The team will report quality and risk issues across NGO services through to the regional clinical governance group who oversee patient safety and quality across the system (and then feed into national patient safety and quality issues).

The team will also have improvement advisors and change leads to support the Wayfinders and service integration managers to implement key system changes as identified through the regional and locality planning processes. The Regional Clinical Director of Primary and Community Care will support this function professionally.

Key proposed functions include:

- Identifying and reporting on key service and quality risks across funded providers.
- Developing and implementing improvement plans to address service and quality risks across funded providers.
- Working with the sector to improve quality and patient risk issues.

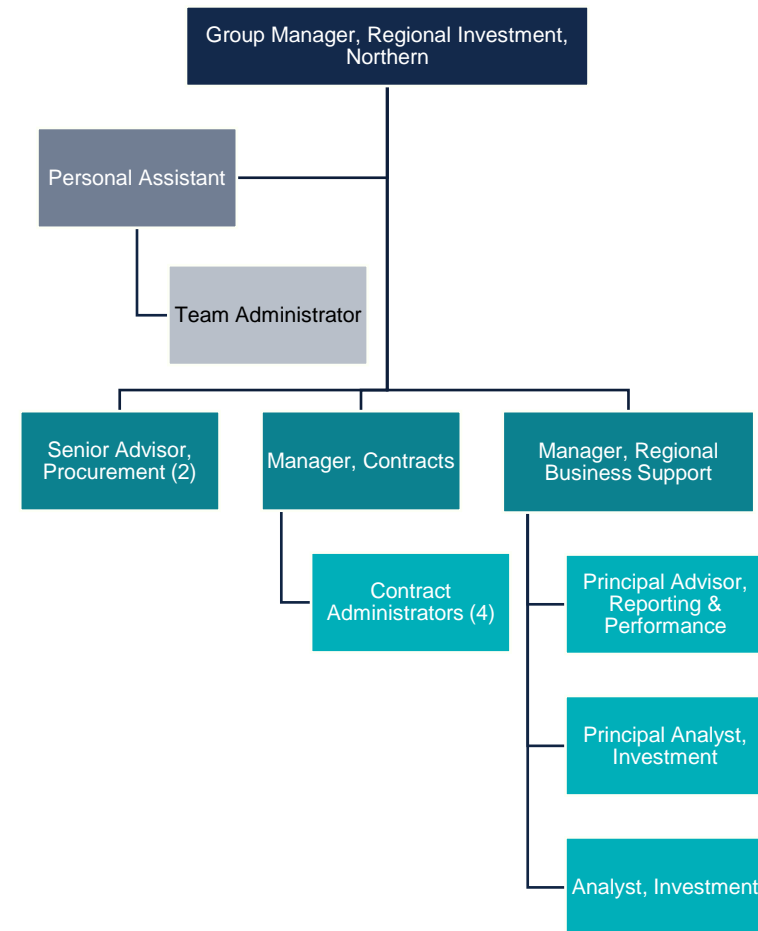


3.6.6: Regional Investment Team

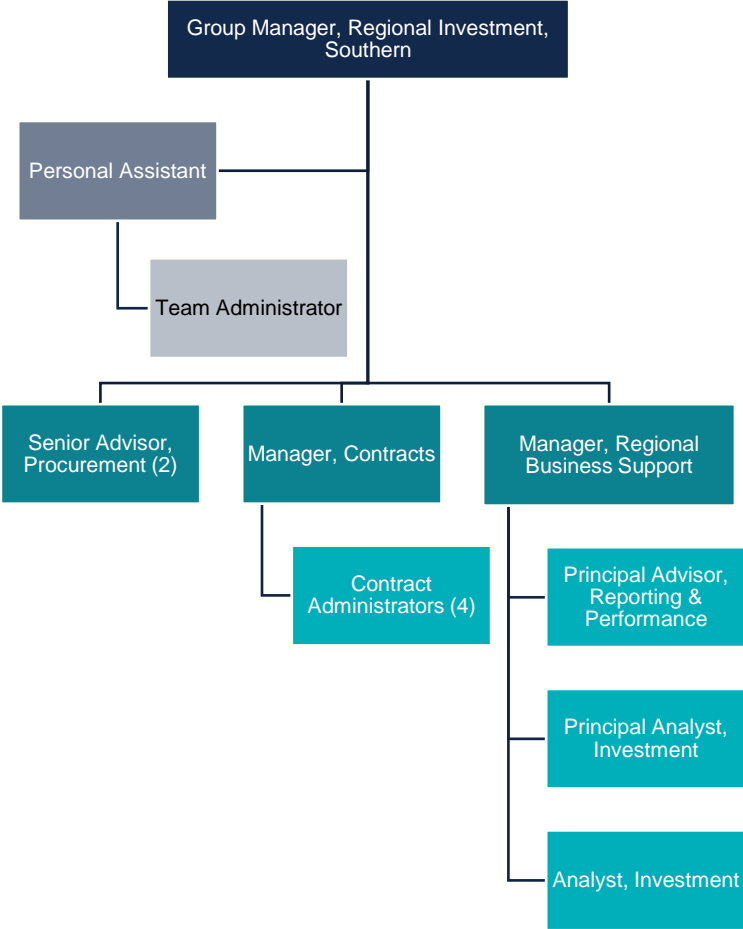
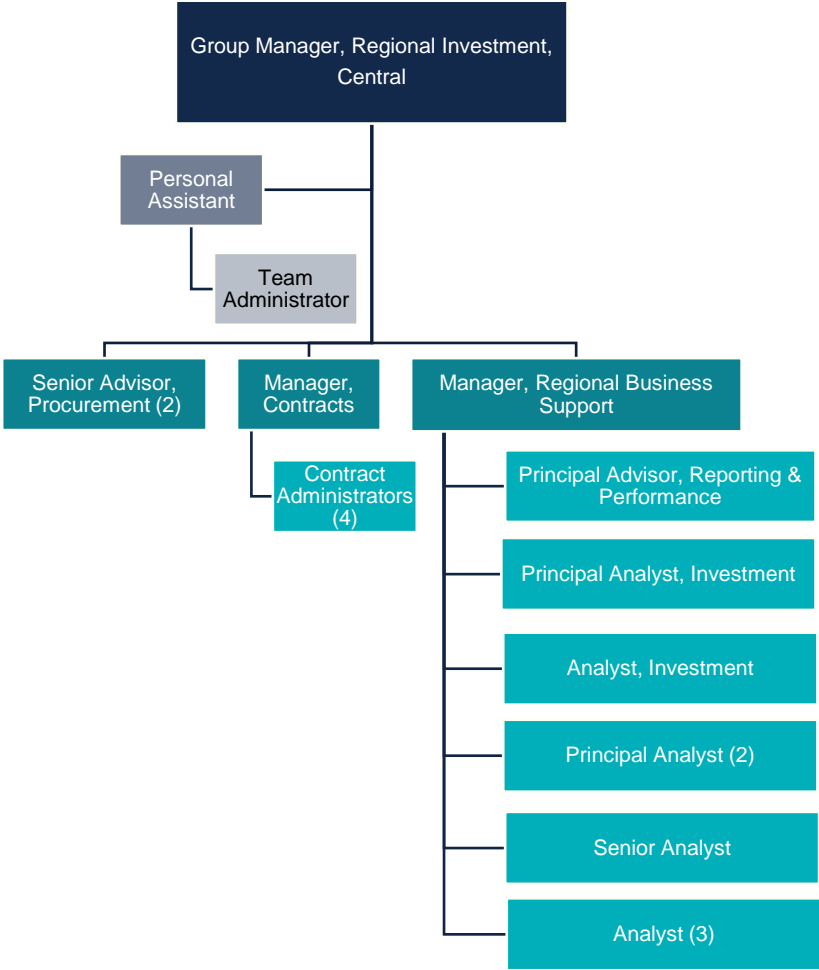
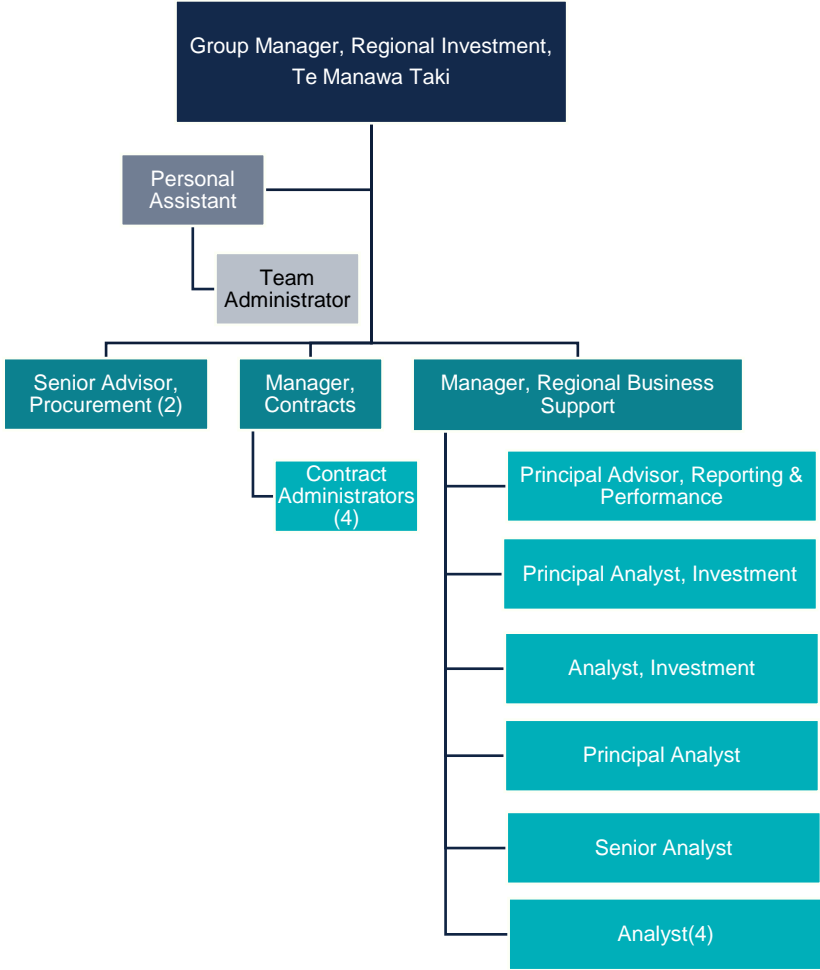
The proposed Regional Investment Team supports the wider team with technical specialists who can work alongside the regional and local teams with business support analysis. These team members will provide critical business information to help understand day to day operational management functions for the regions, will support the teams to understand what is driving key expenditure and patient flows, support locality planning and the work of the RIT. They will have a strong business partnering arrangement with SI&I who will provide population health and health insights analytics. They will also have a small reporting and monitoring function, working with the SI&I team to provide key reporting requirements. They will also have a strong business partnering arrangement with Finance who will provide day to day financial management of the budget at the direction of the Commissioning team. The Regional Investment team will have a direct reporting line to the Regional Wayfinders, and a dotted reporting line to the National Investment function.

In the Business Support Team across regions, the mix of seniority across the teams may vary across the four regions – depending on the expertise that can be sought within that region. The diagram below depicts a ‘best case’ scenario in the mix of analysts supporting the region.

With respect to the Regional Business Support Teams, the size of teams varies as the analysts across regional and national teams will work across programmes of work with specific portfolios across regions. For instance, we see the health insights analytical functions as a cross regional function, with teams developing expertise in particular areas that support other regions in their analysis and modelling (e.g. a team might have expertise in system flow, or another might have more expertise in geo mapping. One region may not even have its own health insights analysts). The regional and national teams will therefore operate as teams of teams – with the regions working collaboratively to take a lead on portfolio areas on behalf of others.



3.6.6: Regional Investment Team (continued)



3.6.7: Regional Clinical Director, Primary and Community Care

The Regional Clinical Director, Primary and Community Care has joint responsibility with the Regional Wayfinders and their Te Whatu Ora clinical leads for leading and overseeing the quality activities of clinical teams and for planning and implementing appropriate service improvements. The Regional Clinical Director holds a strategic function overall, supporting the engagement and advice to complex commissioning challenges.

The role has professional oversight of quality and patient safety across NGO-provided services. It supports clinical advisors across the region to improve service quality from a community and whole-of-system view and in relating service design and development to improvements in population health status and outcomes. Regional Clinical Directors will be drawn from multiple disciplines to ensure complementary and diverse skill sets across the teams.

3.6.8: Service Delivery Teams, Northern and Southern Region

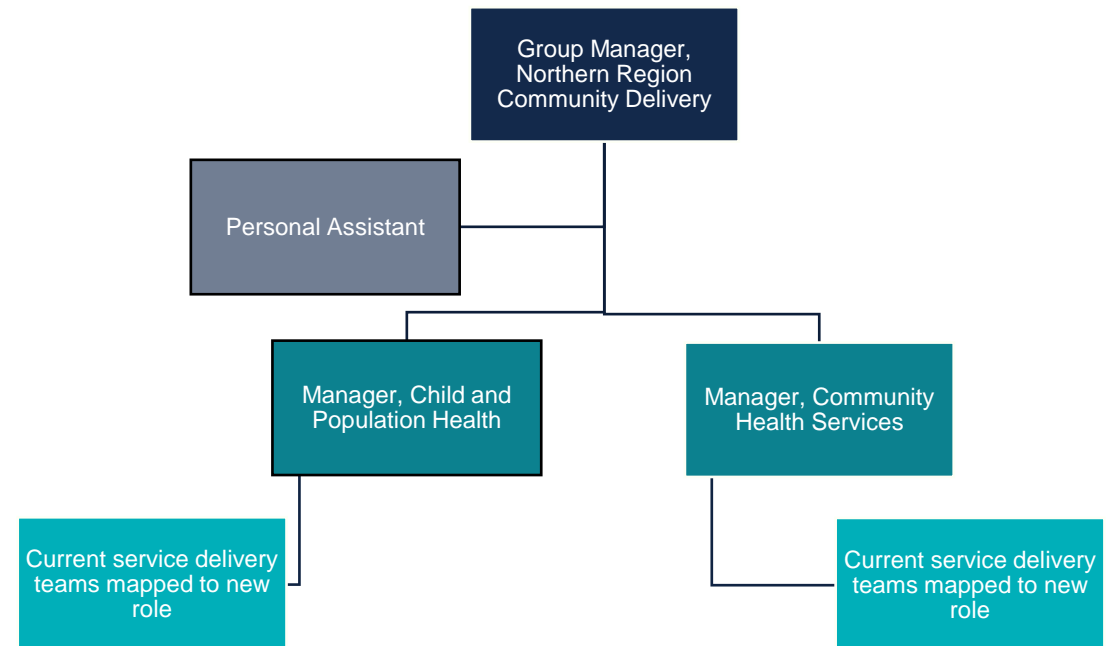
The proposed operating model includes proposed new management of integrated primary and community teams that were a feature of some Commissioning teams in districts such as Tairāwhiti, Nelson Marlborough, South Canterbury and Southern.

In some cases, roles are proposed to map to new 'homes' in H&SS (NASC, district nursing, rural hospitals) and NPHS (e.g. public health nursing).

It is proposed that a number of functions previously delivered directly by the various Auckland metropolitan districts via their planning and funding teams such as outreach immunisation and Mangere Refugee Health Centre services be transferred into the Northern region Commissioning function along with the PHO Management function the Commissioning teams provided in South Canterbury.

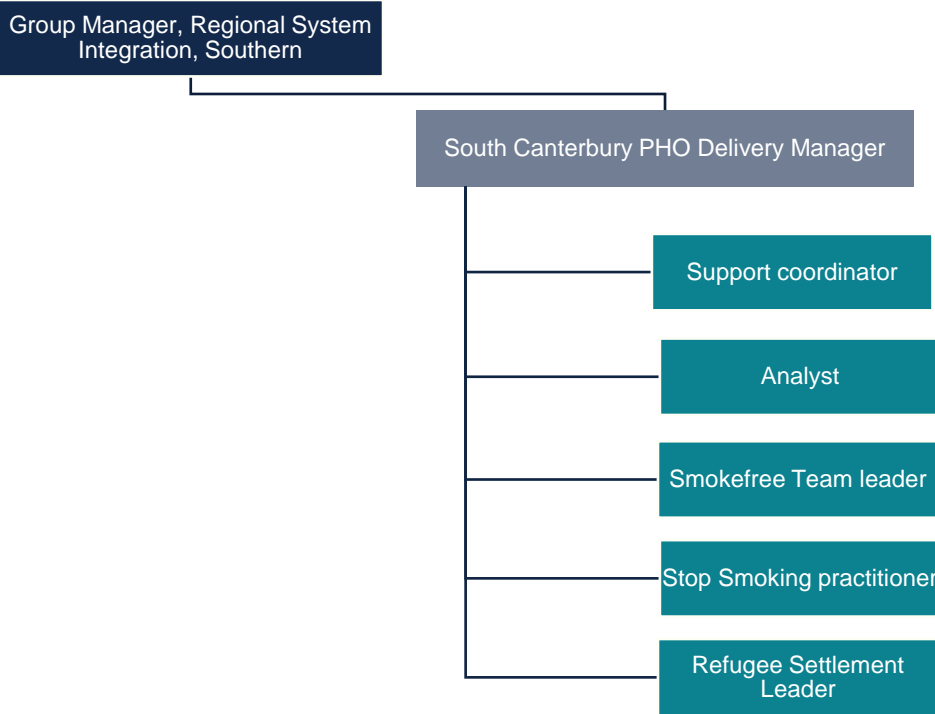
Northern Region Delivery Team

It is proposed that four new roles are established to service the operational delivery of historic services across Auckland metropolitan areas. No changes to current teams have been made, hence these teams are not described in the structure below.



Southern Region Delivery team

There are seven people currently managing PHO services in the district of South Canterbury. Six staff are proposed to map to the new organisation under the Group Manager, Regional Systems Integration. The bespoke structure for this team in the Southern region is therefore depicted below.



SECTION 4: New Positions

To support this proposal, consideration has been given to the responsibilities for proposed new positions.

Outline position descriptors for the proposed new positions have been developed and can be found at Appendix 2 of this document. These are not fully formed position descriptions; they are intended to serve as a role descriptor of leadership responsibilities and position scope.

Post consultation and consideration of feedback, full position descriptions will be prepared and sized for remuneration purposes prior to being confirmed in any final decision document.

These new positions are opportunities for individuals who are significantly affected by the proposals and we welcome any feedback on what is being proposed. Our key intention is to retain the skills, expertise and knowledge from across the organisation.

SECTION 5: Impact of Proposal – existing positions

In creating the new roles detailed in Appendix 2, we are proposing to disestablish a number of positions from within the existing districts and ex shared services teams. A list of these positions is provided in Appendix 3. We would like to reinforce that these are proposals and that no final decisions have been made. We will continue to work with each significantly affected individual to ensure that they have the necessary support during the change process.

A list of roles for those whose reporting line would remain within the Commissioning Business Unit, but would change, can be found in Appendix 3.

It is also evident that there are a wide range of individual roles and whole teams that currently sit within and report to the leaders of our existing district and ex shared services Commissioning teams that are better aligned to other Business Units within Te Whatu Ora. Each of these Business Units will be going through their own change proposals and it is recommended that those individuals and teams take the opportunity to read the change proposals for those Business Units when they become available. Whilst it has been challenging to establish a definitive list of the individual roles and teams that this relates to, a list is provided in Appendix 3.

Given the nature of this change and the bringing together of all the districts and ex-shared service agencies into Te Whatu Ora, there will be a potential impact to a number of current positions. Given the complexity of the systems, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. There may be inaccuracies in terms of position titles, people being missed etc. We apologise in advance for any inaccuracies in the data and ask that if you identify inaccuracies that you raise them as soon as possible through the consultation process.

The following definitions are used in Appendix 3 to describe the different scale of impacts:

Impact	Explanation
No impact	The position would remain unchanged.
Impacted	<p>A position would be impacted where there would be some changes to the current position if the proposal was confirmed. However, the changes would not be significant, and the position would remain substantially the same. The terms and conditions of employment would be no less favourable and the salary for the position would be the same.</p> <p>Examples of these types of changes could include a change in position title, reporting lines or mapping to new positions. Individuals in these impacted positions would be reconfirmed into the position, with any relevant changes.</p>
Significantly Affected - disestablished	A position would be significantly affected where the current position would incur significant change to its scope, location, terms and conditions or will not exist in the new structure if the proposal was confirmed. A position would also be significantly affected if there would be fewer of the same or substantially the same positions in the new structure if the proposal was confirmed.

When reviewing and undertaking an impact assessment we have considered the level of change to existing roles, their scope, function and deliverables, complexity, number of direct reports, budget etc.

SECTION 6: Proposed disestablishment, recruitment and selection processes

The proposals contained in this document include potential disestablishment of a number of positions, and the creation of new roles. This section outlines our proposed approach to career transition support, the disestablishment process, recruitment and selection into new roles and other related matters.

Career Transition Support Centre

Career advisory support will be available from the beginning of the consultation process to all employees whose roles are proposed to be disestablished. Although no final decisions have been made about the disestablishment of any positions, we want to ensure that those who are significantly affected by these proposals have as much time as possible to consider all of their options and seek support.

The Career Transition Support team will:

- Provide support and advice to significantly affected employees;
- Link employees to external support including career coaches, training, and other external support such as CV writing, interview skills support, etc; and
- Link employees to well-being supports including EAP.

Disestablishment process

Once we reach the final decision stage, new structures will be confirmed. We will follow the below process with those employees whose roles are confirmed to be disestablished:

- Employees will be given 1 month's notice of the intention to disestablish the position, followed by their contractual notice period;
- Pay in lieu of notice may be given on a case-by-case basis; and
- Employees who are made redundant are able to return to Te Whatu Ora in the future.

Retraining

- Reasonable support will be provided to employees whose roles are disestablished and who wish to retrain; and
- If employees wish to retrain into clinical frontline roles, we will consider increased training support. If you would like to consider this, please contact the Career Transition Support Centre.

SECTION 6: Proposed disestablishment, recruitment and selection processes

Recruitment and selection processes

Once we reach the final decision stage, final structures will also be confirmed along with any new roles. The process we propose for recruitment and selection into these roles is:

- Position descriptions will be available at final decision stage and will be sized to determine their salary level. Prior to this, during consultation stage, brief descriptors will be available which give a high-level view of the role and responsibilities;
- Employees whose position is disestablished will be considered for new roles in the new structures in the first instance with recruitment and selection processes to be undertaken within the first four to six weeks after the final decision document is issued;
- During this period, we will run an expression of interest process for new roles for employees whose roles have been disestablished;
- Disestablished employees will be able to apply for any suitable roles and will undergo only 1 interview where possible - we will endeavour to ensure that all relevant hiring managers are present for this interview, and that it is structured to ensure that both the interviewee and interviewer are able to make a comprehensive assessment of suitability for the role(s);
- During the consultation process, the recruitment team will also make an assessment of other current vacancies and consider whether any of those should be 'paused' to allow for employees whose roles have been disestablished to be considered for them. This assessment will be made on the basis of similarity of the vacancy to disestablished roles. Where there is a business critical need for the position to be filled immediately, and the vacancy may be suitable for employees whose roles have been disestablished, interim appointments will be made to the position;

- Following the above EOI process, any roles which have not been filled will be advertised through our normal channels. At this stage, other internal candidates will also be able to apply for those new roles; and
- Reasonable time off (on pay) will be provided to significantly affected staff to attend career support sessions, retraining or interviews (including with external organisations), throughout the consultation process, during feedback review and after the final decision has been issued.

Terms and conditions of redeployment into new IEA roles

For employees whose roles are disestablished through this process and who are redeployed to a new role with Te Whatu Ora in a position covered by an Individual Employment Agreement (i.e. a role not covered by a MECA), the following would apply:

- Appointments to new positions not covered by a MECA will be based on the current Te Whatu Ora IEA; and
- No terms and conditions of the employee's previous employment agreement will be grand-parented; and
- Salary equalisation will only be offered where it is a term of the individual's previous employment agreement.

Please note that as the employment relationship will be continuing, any accrued leave will be carried over to the new position.

SECTION 7: Getting involved – using the ‘What Say You’ tool to provide feedback

Your feedback is invited and forms a vital part of our consultation process. We want to hear from you.

Please consider:

- Not just ‘what’ but also ‘how’ we get to the next stage of where we’re trying to go.
- What opportunities do you see that we may have missed?
- What are the risks that you see that we need to consider?
- Are there other alternative ways we should be considering? If yes, please let us know along with the benefits of an alternative approach.

Individuals who are directly and significantly affected by the proposal will be advised individually (where possible) or in regional group meetings. Where applicable unions will also be invited to attend these meetings. Significantly affected individuals will also receive an individual letter and a copy of this consultation document.

Individuals who are more broadly impacted (e.g. a proposed change of line manager) will receive a letter only. At that point the consultation document will be shared more widely across the all of the various Business Units of Te Whatu Ora.

All significantly affected and impacted individuals will also be pre-registered with ‘What Say You’ to enable them to feedback on the proposed changes.

Consultation is your opportunity as part of this formal process to provide your feedback on the proposal. The level of detail in this consultation document is provided so that you have access to all relevant information about the proposed changes and how the proposal could potentially affect you. Your feedback will be used to ensure we have considered all available options in determining the best way to move forward and structure ourselves to meet the healthcare needs of our communities.

For your feedback to be most effective, we suggest the emphasis is on suggesting alternatives and outlining the benefits those alternatives would bring. When providing feedback, we ask that you be constructive in your comments, suggestions and alternatives. While there is no way to guarantee that we will make a final decision which everyone agrees with, all matters you raise will be carefully considered.

The consultation commences with the release of this consultation document. Please provide feedback using our online portal ‘What Say You’ by close of business Friday 28th April 2023.

Those not significantly affected or impacted and wanting to provide feedback can register and provide feedback through ‘What Say You’ via our Consultation Hub (<https://tewhatauora.wsy.nz/>). This site provides more information on ‘What Say You’: a participant guide, how to register and FAQs. If you have questions or require help, please contact enabling.consultation@health.govt.nz.

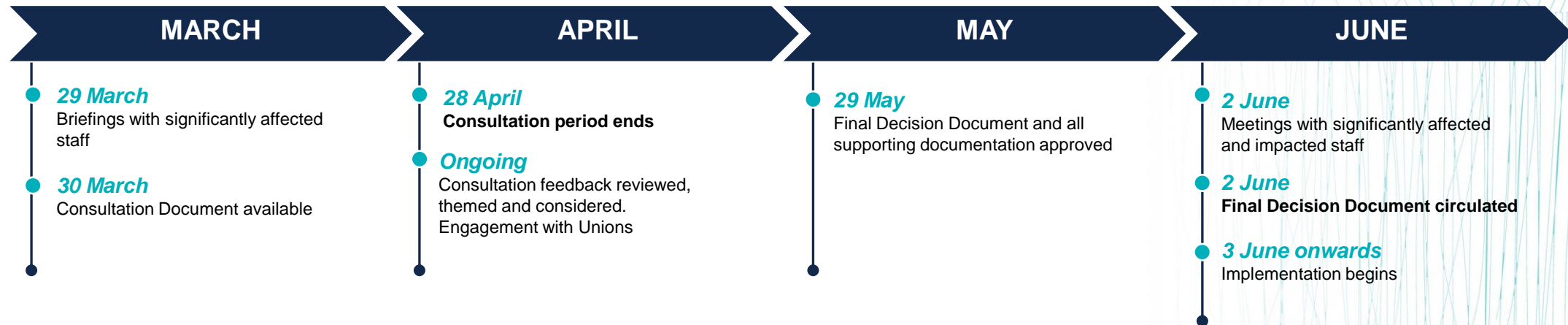
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Discussion Document.

Should individuals have questions around their specific situation then they should reach out to their local People & Culture lead, their P&C Business partner or Advisor, their manager or their union representative. Once we have considered all the feedback, we will begin to confirm the outcome of this consultation process.

We are aiming to make final decisions on this proposal, and the flow-on implications by 2 June 2023.

Thank you for taking the time to look through this proposal. We look forward to hearing your thoughts.

SECTION 8: Indicative Timeframe



SECTION 9: Support and well-being

As outlined in earlier sections, our environment has evolved, and as such we need to adapt to ensure our health care services are meeting our community and patients' needs now and into the future.

It is important to seek support and reach out if/when you need to. Make time to read the proposal and the supporting information. Please ask for support anytime you need it and encourage your colleagues to do the same. Talk about how you are feeling. Talk to your manager, colleagues, your union representative or friends and family.

Sometimes a colleague may be more vulnerable to the impacts of change because of other things happening in their lives. If you have concerns about anyone's well-being, contact P&C for advice. If you are a manager or team leader and are concerned about one of your team members, please talk to them or seek advice from your People & Culture team.

Additionally, Employee Assistance Programme (EAP) confidential counselling services are also available to you for personal support in every district. Please reach out to your current provider to access this free service as they will be able to provide practical strategies and assistance in support of personal and workplace issues, workplace changes, life transition and career planning, budgeting and financial assistance, and personal legal advice.

Well-being check-ins with all significantly affected staff (those that are proposed to be disestablished) will be available following the notification meeting. This will give staff a forum to discuss any individualised support that they need.

Career Transition Service

For those significantly affected i.e. their position is proposed to be disestablished, we will offer wraparound support including career advisory support to assist in identifying all possible options for these individuals.

The Te Whatu Ora Career Transition Centre services provide proactive practical help, advice and support to employees who are going through proposed changes in their roles due to change management processes.

Going through change can be daunting, and the prospect of finding another position can feel overwhelming, especially if the job change was unexpected. With emotions high, career transition services provide a professional, independent, and impartial sounding board for employees to consider their career options moving forward.

The Career Transition Service will work in partnership with specific groups of employees to provide confidential, holistic, and tailored 1:1 career coaching, facilitated workshops, tools and resources to support employees at every stage as they go through this process.

The team of career transition coaches will work with employees to make well thought out career decisions based on their key strengths, interests, values and needs, attributes, and career opportunities that are available to them. The goal is to empower our employees to successfully move onto the next stage of their careers.

The Career Transition Coach will work with a group of employees in many ways including on how to:

- deal effectively with personal change;
- identify core values, capabilities, skills and experience;
- prepare and plan for the next chapter of their careers;
- explore preferred career options and evaluate alternative career options;
- develop personal marketing tools such as LinkedIn, CVs and covering letters;
- prepare for an effective job search campaign;
- network strategically;
- consider and evaluate new career opportunities and support them to complete their applications successfully; and
- understand the dynamics of the interview process and negotiating their salary package.

The Career Transition Service will provide group workshops on a range of career related topics, 1:1 tailored coaching and resources and tools to help affected employees to define their key strengths, understand their passions and key values and drivers for the future, and help them to secure a new job opportunity as soon as possible.

- Identify and address variation in access, pricing and quality requirements of community laboratory services, develop a nationally consistent community laboratory schedule, and consider market shaping options to future proof access and cost.
- Develop a long-term approach to timely community referred radiology, develop a nationally consistent set of service specifications for community referred radiology, review pricing structure of community referred radiology, and consider market shaping options to future proof access and cost.
- Review Travel and Accommodation policy with a view to addressing equity of access and variability in application across the country.
- Review access and the pricing structure of adolescent dental services and consider options to improve access as part of budget 24.
- Review access and the pricing structure of emergency adult dental services and consider options to improve access as part of budget 24.
- Review access, service requirements and pricing structure for school based oral health services, including funding options and delivery options as part of Budget 24 to improve equity of access and outcomes.
- Review the service offerings, pricing and model of NASC and district and allied health nursing services and consider options for improved integration with primary and community care to ensure a community-facing workforce embedded in primary care including hospital in the home programmes.
- Review low value high volume contracts and develop a plan that reinvests the funding to address key equity gaps in services.
- Review youth health services across the country – including school-based health services – and consider options for redirecting investment in ways that improve youth mental health, sexual health and primary health.
- Develop cross sector funding models to support wider determinants of health – in particular looking to expand excellent programmes such as the Southern Initiative or joint police, ambulance and NGO mental health response services.
- Modernise approach to road and air ambulance funding and service expectations to ensure the sector can strategically integrate across primary and community care.
- Develop a long-term investment plan that considers the investment trajectory and allocative mechanisms across the country to ensure improved access and equity of outcomes for key population groups.
- Develop Regional Health Services Plans.
- Continued roll out of all Budget 19-22 programmes – primary care, mental health, population health etc.

Appendix 2: Proposed new positions

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

Role	Description
Director, Starting Well	The Director, Starting Well reports to the Deputy Director, Commissioning. They lead a team of service development managers, programme managers and advisors tasked with the design of kahu taurima services, population health and whānau wellbeing approaches, long term conditions, school-based health services and youth health in partnership with their regional integration counterparts.
Director, Localities Design	The Director, Localities design reports to the Deputy National Director, Commissioning & System Design. The Director, Localities Design leads a small national team tasked with the development of the localities approach and the national oversight of place-based planning across localities in partnership with Te Aka Whai Ora.
Executive Assistant to the National Director, Commissioning	The executive assistant to the National Director, Commissioning will have a day-to-day report to the Director, Office of the National Commissioner.
Group Manager, Addictions	The Group Manager, Addictions will report to the Co-Director, Addictions. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around alcohol and other drugs, and gambling harm in partnership with their regional integration counterparts.
Group Manager, Aged Residential Care	The Group Manager, Aged Residential Care (ARC) will report to the Director, Ageing Well They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around ARC.
Group Manager, Choices	The Group Manager, Choices will report to the Director, Living Well. They will lead a team of clinical specialists and advisors who will manage the assisted dying and abortion regulatory processes.

Role	Description
Advisor	Advisors will report to their respective Group Manager or Managers. Advisors are entry level advisors, with developing subject matter expertise, writing and relationship skills.
Analyst	Analyst will report to their respective Group Manager or Managers. Analysts are entry level roles with responsibility for scoping, collecting/extracting, analysing and presenting health insights or health investment insights (depending on the team) in compelling narratives. Analysts will support a range of data and research related activities across teams.
Business Support Manager	The Business Support Manager will report to the Director, Office of the Director, Commissioning, responsible for leading a team of advisors to support the business planning processes for the Commissioning team. The manager will also hold a portfolio, and the team will work closely with the Regional Offices of the Wayfinder to ensure systems and processes are consistent across the country.
Chief Advisor	Chief Advisors support the National Director, Commissioning, Director, Māori Health and Regional Wayfinders. The Chief Advisor will play a critical role in providing well-founded strategic advice to their Director to shape the establishment of the new Commissioning functions and structure and prepare the function for commencement day one operations. This is a key trouble-shooting role, providing strategic quality assurance, legal and risk management support.

Appendix 2: Proposed new positions (continued)

Clinical Advisor	A range of clinical advisors will support all the Directors and their teams with clinical advice. These advisors will be part time (minimum 0.5 FTE) with an expectation that they continue with a clinical workload elsewhere. Clinical Advisors will be expected to cover a range of professional groups, and their role is primarily an advisory one from a strategic design perspective. They will not hold any professional oversight requirements.
Contract Administrator	Contract Administrators will report to the National Contracts Manager. Contract administrators are responsible for supporting the day-to-day administration and renewal of agreements across the region. They will work closely with Sector Operations, and work in strong matrix approach across regional and national teams.
Coordinator	A Team Coordinator will report to the Director, Office of the Director, Commissioning, responsible for supporting the Director and the team with day-to-day administrative functions.
Co-Director, Addictions	The Director, Mentally Well, Addictions reports to the Deputy Director, Commissioning. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around addictions and gambling harm in partnership with their regional integration counterparts.
Co-Director, Rural Health	The Co-Director, Rural Health reports to the Director, Living Well. They will lead a team of service development managers, programme managers and advisors tasked with supporting region and localities with improving the health of rural communities in partnership with their regional integration counterparts.
Deputy National Director, Commissioning & System Design	The Deputy National Director, Commissioning & System Design reports to the National Director, Commissioning, the Deputy National Director supports the national system design to work in partnership across Te Whatu Ora, Te Aka Whai ora, regions, the sector, and communities to design health services that meet the needs of people and communities. They also support the bulk of Ministerial servicing required from Commissioning.
Director, Ageing Well	The Director, Ageing Well reports to the Deputy Director, Commissioning. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around older persons services, including the design, funding and accountability arrangements for aged care services, Home and Community Support Services and the dementia continuum in partnership with their regional integration counterparts.

Director, Funding and Investment	The Director, Funding and Investment reports to the National Director Commissioning. They are part of the Commissioning Senior Leadership Team. The Director leads a team of people responsible for managing the Commissioning budget of \$8 billion per annum, providing expert advice and analysis to the National Director and Regional Wayfinders.
Director, Living Well	The Director, Living Well reports to the Deputy Director, Commissioning. They will support a team tasked with leading the system design around primary and community health services (including the urgent care system, planned care system, primary care system and palliative care system) in partnership with their regional integration counterparts. The Director will also oversee the management of road and aeronautical ambulance services in partnership with ACC (previously called NASO Office). The Co-Director, Rural health who has a small team of rural health design leads will also report to the Director Living Well.
Director, Māori Health	The Director, Māori Health reports to the National Director, Commissioning. The Director, Māori Health will work with a Chief Advisor to support the broader Commissioning teams to ensure that the needs of Māori are at the forefront of design, planning and implementation of the work undertaken by the Commissioning team.
Director, Mentally Well	The Director, Mentally Well reports to the Deputy Director, Commissioning. They will lead a team of service development managers, programme managers and advisors tasked with leading the design of primary mental health and specialist services in partnership with their regional integration counterparts. The Co-Director, Addictions who leads a team of people tasked with addictions system design will also report directly to the Director, Mentally Well.
Director, Office of the National Director	The Director, the Office of the National Director, Commissioning reports to the National Director, Commissioning. They manage a small team of internal business planning, governance and Ministerial experts who provide these services and support across Commissioning. They also oversee a team of engagement specialists who work across Teams.

Appendix 2: Proposed new positions (continued)

Director, Starting Well	The Director, Starting Well reports to the Deputy Director, Commissioning. They lead a team of service development managers, programme managers and advisors tasked with the design of kahu taurima services, population health and whānau wellbeing approaches, long term conditions, school-based health services and youth health in partnership with their regional integration counterparts.
Director, Localities Design	The Director, Localities design reports to the Deputy National Director, Commissioning & System Design. The Director, Localities Design leads a small national team tasked with the development of the localities approach and the national oversight of place-based planning across localities in partnership with Te Aka Whai Ora.
Executive Assistant to the National Director, Commissioning	The executive assistant to the National Director, Commissioning will have a day-to-day report to the Director, Office of the National Commissioner.
Group Manager, Addictions	The Group Manager, Addictions will report to the Co-Director, Addictions. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around alcohol and other drugs, and gambling harm in partnership with their regional integration counterparts.
Group Manager, Aged Residential Care	The Group Manager, Aged Residential Care (ARC) will report to the Director, Ageing Well They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around ARC.
Group Manager, Choices	The Group Manager, Choices will report to the Director, Living Well. They will lead a team of clinical specialists and advisors who will manage the assisted dying and abortion regulatory processes.

Group Manager, Community Ageing	The Group Manager, Community Ageing will report to the Director, Ageing Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around community ageing services such as dementia and home and community health services in partnership with their regional integration counterparts.
Group Manager, Integrated Mental Health Systems	The Group Manager, Integrated Mental Health Systems will report to the Director, Mentally Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around specialist mental health services.
Group Manager, Investment	The Group Manager, Funding and Investment will report to the Director, Funding and Investment. The Group Manager, Investment will lead a team of analysts tasked with Key functions include leading the planning and allocation of the Commissioning budget, including strategic opportunities for investment, providing technical expertise to national and regional teams to assist understand their investment profiles and develop new funding and investment models that address key equity gaps and variances, and monitoring and reporting on Commissioning's spend.
Group Manager, Kahu Taurima	The Group Manager, Kahu Taurima will report to the Director, Starting Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around Starting Well in partnership with their regional integration counterparts.
Group Manager, Population Health	The Group Manager, Population Health will report to the Director, Starting Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around population health in partnership with their regional integration counterparts.
Group Manager, Whānau Wellbeing	The Group Manager, Whānau Wellbeing will report to the Director, Starting Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around whānau wellbeing and prevention in partnership with their regional integration counterparts.

Appendix 2: Proposed new positions (continued)

Group Manager, National Contract Management	The Group Manager, Contract Management will report to the Director, Funding and Investment. The Group Manager, National Contract Management will have a team of people providing expert procurement support and advice for complex national and regional procurement processes, provide the contract administration function for national agreements and support the implementation of key national policies such as pay equity.
Group Manager, Strategic Business Operations	The Group Manager, Strategic Business Operations will report to the Director, Funding and Investment. The Group Manager, Strategic Business Operations will have a team of technical experts and analysts to help the Commissioning function understand the operational performance of services, as well as supporting teams to develop new funding and costing models for various programmes of work.
Group Manager, Primary and Population Mental Wellbeing	The Group Manager, Primary and Population Mental Wellbeing will report to the Director, Mentally Well. They will lead a team of service development managers, programme managers and advisors tasked with leading the system design around community mental health services.
Group Manager, Office of the Regional Wayfinder	The Group Manager, Office of the Regional Wayfinder will report to the Regional Wayfinder. The Group Manager will support a team of people supporting the RIT programme of work, internal business processes, government advisory, and a contingency function (liaising around emergency planning).
Group Manager, Regional System Integration	The Group Manager, Regional System Integration will report to the Regional Wayfinder. The Group Manager, Regional System Integration supports a team of system designers, integrators and subject matter experts around key life course areas and rural health.
Group Manager, Regional Planning	The Group Manager, Regional Planning will report to the Regional Wayfinder. The Group Manager, Regional Planning will support a small team tasked with the development or locality plans and a regional health services plan in collaboration with Te Whatu ora Delivery and Enabling Teams, as well as te Aka Whai Ora.

Group Manager, Regional Investment	The Group Manager, Regional Investment will report to the Regional Wayfinder. The Group Manager, Regional Investment will support a small team of analysts tasked with both business support for service and funding modelling purposes, as well as investment analysts tasked with overseeing the regional Commissioning budget.
Group Manager, Localities	The Group Manager, Localities will report to the Regional Wayfinder. The Group Manager, Localities will support a team of senior locality managers and locality development advisors tasked with holding the sector relationships across a locality/localities and implementing localities across the region.
Group Manager, Regional Service Improvement	The Group Manager, Regional Service Improvement will report to the Regional Wayfinder. The Group Manager, Regional Service Improvement will support a small team of quality improvement advisors tasked with supporting key NGO sectors around quality and safety. They will also manage the complaints process across the region.
Manager, Business Support	The Manager, Business Support reports to the Director, Office of the National Director., The Manager, Business support supports a small team with the internal planning and business processes across Commissioning including risk management, business planning and reporting. It works closely with regional teams to ensure similar systems are in place across regions.
Manager, Contracts	The Manager, Contracts reports to the Group Manager, Regional Investment. The Manager will support a small team of contracts administrators tasked with supporting the localities team with establishing and varying agreements across the region.
Manager, Regional Business Support	The Manager, Regional Business Support will report to the Group manager, Regional Investment. The Manager, Regional Business Support will oversee a small team of investment analysts, and health insights analysts tasked with providing analytical support and performance monitoring across regional teams.

Appendix 2: Proposed new positions (continued)

Manager, Child and Population Health	The Manager, Child and Population Health will report to the Group Manager, Northern Region Community Delivery. The Manager, Child and Population Health supports a range of operational delivery teams across metropolitan Auckland delivering outreach immunisation services and population health registers.
Manager, Community Health Services	The Manager, Community Health will report to the Group Manager, Northern Region Community Delivery. The Manager Community Health Services supports the delivery of the Mangere Refugee Health Centre.
Manager, Youth Health	The Manager, Youth Health reports to the Director, Starting Well. The Manager, Youth Health supports a small team of advisors in developing and implementing youth appropriate services across the country.
Manager, Regional Integration Team	The Manager Regional Integration team reports to the Group Manager, Office of the Regional Wayfinder. The Manager, Regional Integration supports the secretariat function for the RIT.
Manager, National Localities Programme	The Manager, National Localities Programme will report to the Director, Localities Design. They will have one direct report supporting the national management and reporting of the programme.
Manager, National Localities Collaborative	The National Collaborative Manager reports to the Director, Localities Design. The National Collaborative Manager works with the regional and local teams (via Senior Locality Managers and Locality Development Advisors) to share learnings across localities, coach teams in locality development and develops a learning collaborative across Commissioning locality teams.
Manager, Regional Health Services Planning	The Manager, Regional Health Services Planning reports to the Group Manager, Regional Planning. The Manager, Regional Health Services Planning is responsible for the effective development of a Regional Health Services Plan with the support of a small team of advisor and strong partnership across Te Whatu Ora and Te Aka Whai Ora teams.

Manager, Regional Localities Planning	The Manager, Regional Localities Planning reports to the Group Manager, Regional Planning. The Manager, Regional Localities Planning is responsible for the effective development of Locality Plans that are reflective of community and IMPB aspirations, with the support of a small team of advisors.
Manager, Sector Development	The Manager, Sector Development reports to the Director, Mentally Well. The Manager, Sector, Development supports a small team of advisors tasked with implementing workforce development initiatives across the mental health and addictions workforce.
Manager, Strategic Engagement	The Manager, Strategic Engagement reports to the Director, Office of the national Director, Commissioning. The Manager leads a team of strategic engagement advisors to provide specialist communications and engagement expertise to key strategic programmes of work at both the national and regional level.
Investment Analyst	Investment Analysts will report to Group Manager, Investment. Investment Analysts are junior level, with responsibility for scoping, collecting/extracting, analysing and presenting health investment insights in compelling narratives. Investment Analysts will support a range of data and research related activities across teams.
National Clinical Director, Primary and Community Care	The National Clinical Director, Primary and Community Care reports to the National Director, Commissioning. They are part of the Commissioning Senior Leadership Team. The National Clinical Director, Primary and Community Care will have a key leadership role in all aspects of system design as an advisor across teams. They will hold critical relationships with key sector clinical groups as well as internal clinical. The National Clinical Director, Primary and Community Care will work alongside the four regional Clinical Directors, Primary and Community Care who will have dotted reporting line to the National Clinical Director.

Appendix 2: Proposed new positions (continued)

National Procurement Manager	The National Procurement Manager reports to the Group Manager, Contract Management. The Manager will lead a small team providing procurement and probity expertise for complex procurement both at national and regional level. They will also support the development of social sector commissioning processes.
Personal Assistant	A Personal Assistant reports to a Director, Group Manager or Manager. A personal assistant provides day to day diary management, mail management, and project support to their manager. In some teams, they may also have a Team Administrators (or a team of team administrators in larger teams) reporting to them also.
Pay Equity Manager	The Pay Equity Manager reports to the National Contracts Manager and takes the leadership around the development and application of national policy implications around pay equity across NGO funded services.
Principal Advisor	Principal Advisors will report to their respective Group Managers or Managers. Principal Advisors are the most senior of advisors, with strong subject matter expertise, writing and relationship skills. They are capable of leading a portfolio of work.
Principal Analyst	Principal Analysts will report to their respective Group Manager or Managers. Principal Analysts will be senior leaders, with responsibility for scoping, collecting/extracting, analysing and presenting health insights or health investment insights (depending on the team) in compelling narratives. Senior Principal Analysts will support a range of data and research related activities across teams.
Principal Investment Analyst	Principal Investment Analysts will report to Group Manager, Investment. Principal Investment Analysts will be senior leaders with financial analysis skills, with responsibility for scoping, collecting/extracting, analysing and presenting health investment insights in compelling narratives. Senior Principal Investment Analysts will support a range of data and research related activities across teams.

Regional Clinical Director, Primary and Community Care	The Regional Clinical Director, Primary and Community Care will report to the Regional Wayfinder, with a dotted line to the National Clinical Director, Primary and Community Care. The Regional Clinical holds a strategic function overall, and also has professional oversight of quality and patient safety across NGO-provided services.
Regional Manager, Ageing Well	The Regional Manager, Ageing Well reports to the Group Manager, Regional System Integration. The Regional Manager, Ageing Well supports a small team of subject matter experts, system design thinkers and integrators that hold key sector relationships across the region, and support the development, integration and improvement of older persons services.
Regional Manager, Living Well	The Regional Manager, Living Well reports to the Group Manager, Regional System Integration. The Regional Manager, Living Well supports a small team of subject matter experts, system design thinkers and integrators that hold key sector relationships across the region, and support the development, integration and improvement of primary and community health services.
Regional Manager, Mentally Well	The Regional Manager, Mentally Well reports to the Group Manager, Regional System Integration. The Regional Manager, Mentally Well supports a small team of subject matter experts, system design thinkers and integrators that hold key sector relationships across the region, and support the development, integration and improvement of mental health services.
Regional Manager, Starting Well	The Regional Manager, Starting Well reports to the Group Manager, Regional System Integration. The Regional Manager, Starting Well supports a small team of subject matter experts, system design thinkers and integrators that hold key sector relationships across the region, and support the development, integration and improvement of older persons services.
Regional Manager, Rural Health	The Regional Manager, Rural Health reports to the Group Manager, Regional System Integration. The Regional Manager, Rural health supports a small team of subject matter experts, system design thinkers and integrators that hold key sector relationships across the region, and support the development, integration and improvement of rural health services.

Appendix 2: Proposed new positions (continued)

Regional Engagement Specialist	Regional Engagement Specialists reports to the Group Manager, Planning. Regional Engagement Specialists support the regional planning and localities teams to effectively engage across communities, key stakeholders and the broader sector.
Regional Wayfinder	The Regional Wayfinder reports to the National Director, Commissioning. The Regional Wayfinder holds budget holding authority for their region, and is responsible for leading a team of system designers, integrators, planners, contract administrators, locality managers and quality improvement leads to successfully commission primary and community health services across their localities.
Senior Advisor	Senior Advisors will report to their respective Group Manager or Manager. Senior Advisors are mid-level advisors, with good subject matter expertise, writing and relationship skills.
Senior Analyst	Senior Analysts will report to their respective Group Manager or Managers. Senior Analysts have several years of analytical roles behind them, with responsibility for scoping, collecting/extracting, analysing and presenting health insights or health investment insights (depending on the team) in compelling narratives. Senior Analysts will support a range of data and research related activities across teams.
Senior Investment Analyst	Senior Investment Analysts will report to Group Manager, Investment. Senior Investment Analysts have several years of financial analytical roles behind them, with responsibility for scoping, collecting/extracting, analysing and presenting health investment insights in compelling narratives. Senior Investment Analysts will support a range of data and research related activities across teams.
Strategic Advisor, Mentally Well	The Strategic Advisor, Mentally Well will report to the Director, Mentally Well. They are a senior advisor with extensive mental health service development expertise and strong relationships across the sector who can act as a conduit between the sector and the Mentally Well team to advance system design.

Senior Advisor, Procurement	The Senior Advisor, Procurement reports to the Group Manager, Regional Investment. The Senior Advisor supports the procurement and probity processes around complex regional procurement programmes.
Service Development Manager	A Service Development Manager reports primarily to a Co-Director, Group Manager or Manager (in national teams) or a Manager (in regional teams). A Service Development Manager is a senior thought leader with subject matter expertise in their particular life course team (Starting Well, Living Well, Mentally Well, Ageing Well). They hold service expertise in their life course area to support service development and improvement (e.g., pharmacy, primary care, aged care etc) and will hold senior sector relationships in their life course area. These roles exist at both national and regional level.
South Canterbury PHO Delivery Manager	The South Canterbury PHO Delivery Manager reports to the Group Manager, Regional integration team, Southern Region. The South Canterbury PHO Delivery Manager supports a small team who provide the PHO management services to general practices in South Canterbury including stop smoking services and refugee support services.
Strategic Engagement Advisor	Strategic Engagement Advisors report to the Strategic Engagement Manager within the Office of the National Director. They are technical communications and technical specialists working closely with the communications business partners to Commissioning and across key strategic programmes of work to deliver on both internal and external strategic communications.
Team Administrator	A range of team administrators will be part of various teams across Commissioning teams. Team administrators primarily report through to respective Personal Assistants across teams, except in small teams where they report directly to a Manager. Team administrators will provide a range of day-to-day administrative functions, including basic project co-ordination of large programmes.

It is considered these existing positions would be impacted as follows should this proposal be implemented after this consultation process.

Given the nature of this change and the bringing together of all the districts and ex shared service agencies into Te Whatu Ora, there will be an impact to a number of current positions. Given the complexity of the system, how positions are grouped together in districts and the quality of the data across the multiple payroll systems, it has been challenging to identify all of the roles and the impact on them. We anticipate that in some cases, this data may be inaccurate in terms of position titles, people in positions etc. which will have led to potential inaccuracies in the impact tables. There may also be some individuals and teams who we have missed as part of this change process.

We apologise in advance for any inaccuracies in the data and if this is the situation then please tell us so we can update the proposal and our systems accordingly. You can do this by posting the details as a question on the 'What Say You' portal page. Note that you can tick "Don't publish this question". This means that your post will NOT be shown to other participants.

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

Positions proposed to be significantly affected - disestablished

It is proposed the following existing positions will be significantly affected and due to the level of change, it is proposed these positions are **disestablished**. If you are in an interim role, these roles will continue until the end of the contract or as advised.

District	Job Title	Manager Job Title	Proposed Impact	FTE
Capital and Coast	Senior Commissioning Manager	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	Project Manager MHACS	Gm Commissioning MH & Addictions	Position will conclude at the agreed end date unless extended or ended early by the manager	0.4
Capital and Coast	System Development Manager	2dhb Gm Design and Implementation	Potentially disestablished	1.0
Capital and Coast	Clinical Director - P&IC	General Manager - Plan & Perform	Potentially disestablished	0.2
Capital and Coast	Regional MH Portfolio Manager	Gm Commissioning MH & Addictions	Potentially disestablished	1.0
Capital and Coast	Senior Commissioning Manager	Gm Commissioning Families & Wellbeing	Potentially disestablished	0.9
Capital and Coast	Senior Advisor Accountability	Strategy, Planning & Contract Sys. Mgr.	Potentially disestablished	1.0
Capital and Coast	Systems Development Manager	Gm Commissioning MH & Addictions	Potentially disestablished	1.0
Capital and Coast	Senior Commissioning Manager	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	Senior System Development Manager	2dhb Gm Design and Implementation	Potentially disestablished	1.0
Capital and Coast	Principal Commissioning Manager Spp	Gm Commissioning Families & Wellbeing	Potentially disestablished	1.0
Capital and Coast	Design Leader	2dhb Gm Design and Implementation	Potentially disestablished	0.8
Capital and Coast	Principal Advisor (Mhuids)	Gm Commissioning MH & Addictions	Potentially disestablished	0.8

District	Job Title	Manager Job Title	Proposed Impact	FTE
Capital and Coast	2dhb Gm Comm Primary & Complex Care	General Manager - Plan & Perform	Potentially disestablished	1.0
Capital and Coast	Clinical Director	Joint Clinical Leader	Potentially disestablished	0.3
Capital and Coast	Senior System Development Manager	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	System Development Leader	Gm Commissioning MH & Addictions	Potentially disestablished	1.0
Capital and Coast	Manager Service Delivery	Gm Commissioning MH & Addictions	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Capital and Coast	2dhb Gm Design and Implementation	General Manager - Plan & Perform	Potentially disestablished	1.0
Capital and Coast	Service Planning & Integration Mngr 2dhb	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	Strategy, Planning & Contract Sys. Mgr.	General Manager - Plan & Perform	Potentially disestablished	1.0
Capital and Coast	General Manager - Plan & Perform	Regional Wayfinder	Potentially disestablished	1.0
Capital and Coast	Commissioning Process Advisor	Strategy, Planning & Contract Sys. Mgr.	Potentially disestablished	1.0
Capital and Coast	Senior System Development Mgr. - Clinical	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	Gm Commissioning MH & Addictions	General Manager - Plan & Perform	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Capital and Coast	System Development Advisor	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	1.0
Capital and Coast	Project Manager Advance Care Planning	2dhb Gm Comm Primary & Complex Care	Potentially disestablished	0.9
Capital and Coast	Commissioning Process Advisor	Strategy, Planning & Contract Sys. Mgr.	Potentially disestablished	1.0
Capital and Coast	Gm Commissioning Families & Wellbeing	General Manager - Plan & Perform	Potentially disestablished	0.9
Capital and Coast	Contract Administrator	Strategy, Planning & Contract Sys. Mgr.	Potentially disestablished	1.0
Capital and Coast	Senior Commissioning Mgr.	Gm Commissioning Families & Wellbeing	Potentially disestablished	1.0
Capital and Coast	Hauora Māori Lead, Maternal & Neonatal	Gm Commissioning Families & Wellbeing	Potentially disestablished	1.0
Counties Manukau	Service Development Project Coordinator	Programme Manager	Potentially disestablished	1.0
Counties Manukau	Hop Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	Planning Advisor	Snr Planning Advisor	Potentially disestablished	1.0
Counties Manukau	Portfolio Manager	General Manager - Funder Mental Health	Potentially disestablished	1.0
Counties Manukau	Gm - Primary Care, Funding & Development	Director, Funding & Health Equity	Potentially disestablished	1.0
Counties Manukau	Advance Care Planning Programme Lead	HOP Programme Manager	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Counties Manukau	G.P. Liaison	Chief Med Advisor Primary & Integrated Care	Potentially disestablished	0.5
Counties Manukau	Service Development Manager	Manager	Potentially disestablished	0.8
Counties Manukau	Director, Funding & Health Equity	Director Hospital Services	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Counties Manukau	G.P. Liaison	Chief Med Advisor Primary & Integrated Care	Potentially disestablished	0.2
Counties Manukau	Portfolio Manager	GM - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	G.P. Liaison	Chief Med Advisor Primary & Integrated Care	Potentially disestablished	0.5
Counties Manukau	Project Manager	GM - Primary Care, Funding & Development	Potentially disestablished	0.6
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Counties Manukau	Chief Medical Advisor Primary and Integrated Care	Director, Hospital Services	Potentially disestablished	0.9
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	0.8
Counties Manukau	Programme Manager	Director, Funding & Health Equity	Potentially disestablished	0.8

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Counties Manukau	GM – Primary Care, Funding and Development	Director, Funding & Health Equity	Potentially disestablished	1.0
Counties Manukau	Programme Manager	Customer Service Co-ordinator	Potentially disestablished	1.0
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	Operations And Business Manager	Director, Funding & Health Equity	Potentially disestablished	1.0
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	Primary Care Clinical Advisor	Chief Med Advisor Primary & Integrated Care	Potentially disestablished	0.3
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Potentially disestablished	1.0
Counties Manukau	Integration Relationship Manager South	Clinical Manager South	Potentially disestablished	1.0
Counties Manukau	Portfolio Manager	General Manager - Funder Mental Health	Potentially disestablished	0.5
Counties Manukau	Executive Assistant	GM, Funder Mental Health	Potentially disestablished	1.0
Counties Manukau	Manager Funding and Relationships	General Manager - Maaori Health Development	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Counties Manukau	Portfolio Manager - Pharmacy Services	GM - Primary Care, Funding & Development	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Hauora a Toi Bay of Plenty	Portfolio Manager	Medical Director	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hauora a Toi Bay of Plenty	Facilitator	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hauora a Toi Bay of Plenty	Portfolio Manager	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0.8
Hauora a Toi Bay of Plenty	Administration Support	Personal Assistant	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Administration Support	Manager	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Administration Support	Manager	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Project Manager	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hauora a Toi Bay of Plenty	Health Systems Leader	Director	Potentially disestablished	0.6
Hauora a Toi Bay of Plenty	Health Systems Leader	General Manager	Potentially disestablished	0.4
Hauora a Toi Bay of Plenty	Administration Support	Manager	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	General Manager	Regional Wayfinder	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Manager	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Hauora a Toi Bay of Plenty	Manager	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hauora a Toi Bay of Plenty	Planning Manager	General Manager	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Portfolio Manager	General Manager	Potentially disestablished	1.0
Hauora a Toi Bay of Plenty	Personal Assistant	General Manager	Potentially disestablished	1.0
Hawke's Bay	Senior Portfolio Manager	Entity Node - Orphan	Potentially disestablished	1.0
Hawke's Bay	Covid Coord Centre Associate Manager	SRO Covid Programme Lead	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hawke's Bay	Administrator	Business Lead	Potentially disestablished	1.0
Hawke's Bay	Commissioning Advisor	Executive Director, Māori Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hawke's Bay	Ed - Planning, Funding & Performance	Interim District Director	Potentially disestablished	1.0
Hawke's Bay	Snr Advisor - Strategic Plan & Localities	System Lead - Strategic Planning	Potentially disestablished	1.0
Hawke's Bay	Administration Coordinator	System Lead – Commissioning	Potentially disestablished	1.0
Hawke's Bay	Medical Advisor - Primary Care	Clinical Lead	Potentially disestablished	0.3
Hawke's Bay	Advisor, Strategic Plan & Infrastructure	System Lead - Strategic Planning	Potentially disestablished	1.0
Hawke's Bay	Contracts Liaison	Business Lead	Potentially disestablished	1.0
Hawke's Bay	Parental Leave	Business Lead	Potentially disestablished	1.0
Hawke's Bay	Portfolio Manager	Senior Portfolio Manager	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Hawke's Bay	Contracts Liaison	Business Lead	Potentially disestablished	1.0
Hawke's Bay	System Lead - Strategic Planning	Ed - Planning, Funding & Performance	Potentially disestablished	1.0
Hawke's Bay	Portfolio Manager	Senior Portfolio Manager	Potentially disestablished	1.0
Hawke's Bay	Executive Assistant	Ed - Planning, Funding & Performance	Potentially disestablished	1.0
Hawke's Bay	Portfolio Manager	Senior Portfolio Manager	Potentially disestablished	0.9
Hawke's Bay	Clinical Lead	System Lead - Strategic Planning	Potentially disestablished	0.9
Hawke's Bay	Commissioning Team Coordinator	System Lead – Commissioning	Potentially disestablished	1.0
HealthShare	Manager	Regional Wayfinder	Potentially disestablished	1.0
HealthShare	Business Support Coordinator	Manager	Potentially disestablished	1.0
Hutt Valley	Associate Manager, RMO Unit	Operations Manager Integrated Operations Centre	Potentially disestablished	1.0
Hutt Valley	Project Coordinator	Acting Executive Director Strategy, Planning and Performance	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Hutt Valley	Service Planning & Integration Manager	Acting Executive Director Strategy, Planning and Performance	Potentially disestablished	0.8
Hutt Valley	Senior Commissioning Manager - Māori Health	Acting Executive Director Strategy, Planning and Performance	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Hutt Valley	Commissioning Manager, Mental Health and Addictions	Acting Executive Director Strategy, Planning and Performance	Potentially disestablished	0.0
Lakes	Senior Advisor Integration & Delivery	Senior Advisor Strategy, Planning and Funding	Potentially disestablished	0.6
Lakes	Data Enablement Programme Manager	Principal Advisor	Potentially disestablished	1.0
Lakes	Sec. Te Whatu Ora Health NZ Data & Digital	Systems Integration Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Lakes	Systems Integration Manager	Director Strategy, Planning and Funding	Potentially disestablished	1.0
Lakes	Principal Advisor	Senior Advisor Strategy Planning and Funding	Potentially disestablished	1.0
Lakes	Snr Advisor Integration & Delivery	Sec. Systems Integration Mgr.	Potentially disestablished	1.0
Lakes	Senior Advisor	Sec. Systems Integration Mgr.	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Lakes	Personal Assistant	Director Strategy, Planning and Funding	Potentially disestablished	1.0
Lakes	Project Mgr. Te Ara Tauwhirotaanga	Principal Advisor Mental Health & Addictions	Potentially disestablished	1.0
Lakes	Senior Advisor Integration	Sec. Systems Integration Mgr.	Position will conclude at the agreed end date unless extended or ended early by the manager	0.8
Lakes	Strategy, Planning & Funding Advisor	Senior Advisor Strategy, Planning and Funding	Potentially disestablished	1.0
Midcentral	Planning And Integration Lead	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	Clinical Programmes Lead	General Manager Communities, Localities and Commissioning	Potentially disestablished	0.9

District	Job Title	Manager Job Title	Proposed Impact	FTE
Midcentral	Director Of Commissioning Contracts And Community Pharmacies	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	General Manager Communities, Localities and Commissioning	District Director, Midcentral	Potentially disestablished	1.0
Midcentral	Executive Assistant	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	Administrator And Project Support	Director of Locality Service Development	Potentially disestablished	1.0
Midcentral	Planning And Integration Lead	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	Director Of Locality Service Development	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	Advisor	General Manager Communities, Localities and Commissioning	Potentially disestablished	1.0
Midcentral	Administration and Project Support Commissioning	Director of Locality Service Development	Potentially disestablished	1.0
Nelson Marlborough	Contracts Manager - MHA	GM - Strategy, Primary & Community	Potentially disestablished	0.38

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Nelson Marlborough	Project Manager, Te Tumu Waiora	GM - Strategy, Primary & Community	Potentially disestablished	0.5
Nelson Marlborough	Project Coordinator- Ki Te Pae Ora	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Sector Relationships/Contract mgr. - P&C	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Gm - Strategy, Primary & Community	Interim District Director	Potentially disestablished	1.0
Nelson Marlborough	Parental Leave Sector R/C mgr. - Hop	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Program Manager - Critical Vaccination	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Personal Assistant	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Programme Manager - Ki Te Pae Ora	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Programme Lead - Mha Collaborative Design	GM - Strategy, Primary & Community	Potentially disestablished	0.8
Nelson Marlborough	Clinical Director Primary and Integration	GM - Strategy, Primary & Community	Potentially disestablished	0.3
Nelson Marlborough	Sector Relationships/Contracts mgr. - Hop	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Project Manager - Ki Te Pae Ora	GM - Strategy, Primary & Community	Potentially disestablished	1.0
Nelson Marlborough	Kaiwhakahaere Kaupapa-Portfolio Manager	Director Nursing & Midwifery	Potentially disestablished	1.0
Nelson Marlborough	Contract Support Officer	Sector Relationships/Contract mgr. - P&C	Potentially disestablished	1.0
Northern Regional Alliance	Contracts Administrator	CFO Corporate & Finance	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Northland	Project Manager	New Services and Portfolio Manager	Potentially disestablished	1.0
Northland	Business Manager	General Manager Planning, Integration, People and Performance	Potentially disestablished	1.0
Northland	Clin Dir Information Systems/Clinical Leader & Medical Officer	General Manager Planning, Integration, People and Performance	Potentially disestablished	0.2
Northland	Project Manager/Change Facilitator	Business Manager	Potentially disestablished	1.0
Northland	Portfolio Contracts Officer & Business Support	GM Child Youth Maternal Oral Ph District Hospitals	Potentially disestablished	0.8
Northland	Funding Portfolio Manager	Business Manager	Potentially disestablished	1.0
Northland	Portfolio Manager	Acting General Manager	Potentially disestablished	0.8
Northland	New Services and Portfolio Manager	General Manager	Potentially disestablished	0.8
Northland	Programme Implementation Lead	New Services and Portfolio Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Northland	Contracts & Audit Coordinator	Business Manager	Potentially disestablished	0.6
Northland	Project Monitoring Coordinator And Administration Support	New Services And Portfolio Manager	Potentially disestablished	1.0
Northland	Programme Manager - Primary Care Workforce	Business Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Northland	Health Planner	Business Manager	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
South Canterbury	Director Primary & Allied Health	Interim District Lead - South Canterbury	Potentially disestablished	1.0
South Canterbury	CI (GP) Refugee Resettlement	Director Primary & Allied Health	Potentially disestablished	0
Southern	Primary Care Manager	General Manager Primary Care and Population Health	Potentially disestablished	1.0
Southern	Manager Pharmacy Services, Primary And Community	General Manager Primary Care and Population Health	Potentially disestablished	0.8
Southern	Project Manager	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Programme Manager – time for change Substantive role: Organisational Planning and Performance Manager	Executive Director, Mental Health, Addictions and Intellectual Disabilities	Potentially disestablished	1.0
Southern	General Manager Primary Care and Population Health	Executive Director Corporate Services	Potentially disestablished	1.0
Southern	Service Planning Advisor	Planning And Accountability Manager	Potentially disestablished	0.9
Southern	Contract Manager	Senior Contract Manager	Potentially disestablished	1.0
Southern	Service Planning Manager	Planning And Accountability Manager	Position will potentially end at conclusion of fixed term/secondment period	1.0
Southern	Analyst	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Personal Assistant	Executive Director Corporate Services	Potentially disestablished	1.0
Southern	Senior Contract Manager	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Senior Analyst	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Management Assistant	General Manager Primary Care and Population Health	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Southern	Support & Intelligence Analyst	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Clinical Project Manager	Planning And Accountability Manager	Potentially disestablished	1.0
Southern	Portfolio Manager Population Health	General Manager Primary Care and Population Health	Potentially disestablished	1.0
Southern	Portfolio Manager	General Manager Community Services	Potentially disestablished	1.0
Southern	Planning and Accountability Manager	Executive Director Corporate Services	Potentially disestablished	1.0
Tairāwhiti	Assistant	Group Manager	Potentially disestablished	1.0
Tairāwhiti	Portfolio Manager, Primary & Community Health	Group Manager	Potentially disestablished	1.0
Tairāwhiti	Manager-Portfolio	Group Manager	Potentially disestablished	1.0
Tairāwhiti	Koroua Or Kuia	Group Manager	Potentially disestablished	0.9
Tairāwhiti	Personal Assistant	Group Manager	Potentially disestablished	1.0
Tairāwhiti	Advisor	Group Manager	Potentially disestablished	1.0
Tairāwhiti	GP Liaison	Group Manager	Potentially disestablished	0.975
Tairāwhiti	Co-Ordinator	Group Manager	Potentially disestablished	1.0
Tairāwhiti	Advisor	Group Manager	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Tairāwhiti	GP Liaison	Group Manager	Potentially disestablished	0.975	Te Tai o Poutini West Coast	Service Development Manager	Team Leader	Potentially disestablished	1.0
Tairāwhiti	Co-Ordinator	Group Manager	Potentially disestablished	1.0	Te Whatu Ora	Principal Advisor	Acting Manager Maternity	Potentially disestablished	1.0
Tairāwhiti	Advisor	Group Manager	Potentially disestablished	1.0	Te Whatu Ora	Acting Group Manager Primary Health Care Improvement and Innovation If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Interim Director Primary Community & Rural	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Taranaki	Project Manager - Primary Care	Strategy & Commissioning Lead	Potentially disestablished	1.0					
Taranaki	Strategy & Commissioning Lead	Chief Operating Officer	Potentially disestablished	1.0					
Taranaki	Contract Administrator	Contracts Manager	Potentially disestablished	1.0	Te Whatu Ora	Clinical Advisor Therapeutics	Interim Director, Outbreak Response	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Taranaki	Interim General Manager Planning and Performance	Manager Strategy and Planning	Potentially disestablished	1.0	Te Whatu Ora	Advisor	Manager Healthy Communities	Potentially disestablished	1.0
Taranaki	Portfolio Manager	Strategy & Commissioning Lead	Potentially disestablished	0.6	Te Whatu Ora	Senior Advisor If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Group Manager Specialist Services	Position will conclude at the agreed end date unless extended or ended early by the manager	0.9
Taranaki	Contract Administrator	Contracts Manager	Potentially disestablished	1.0					
Taranaki	Contracts Manager	Interim General Manager Planning and Performance	Potentially disestablished	1.0	Te Whatu Ora	Clinical Director	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	0.5
Taranaki	Services Lead	Strategy & Commissioning Lead	Potentially disestablished	1.0	Te Whatu Ora	Programme Manager	Mgr. Office of Deputy Director-General	Potentially disestablished	1.0
Taranaki	GM Planning and Funding and Public Health.	Chief Operating Officer	Potentially disestablished	1.0	Te Whatu Ora	Advisor	Acting Manager Primary Care	Potentially disestablished	1.0
Taranaki	Programme Operations Lead	Mgr. Clinical Gov Support Unit	Potentially disestablished	0.4	Te Whatu Ora	Principal Clinical Advisor	Acting Manager Well Child Tamariki Ora	Potentially disestablished	1.0
Taranaki	Portfolio Manager	Strategy & Commissioning Lead	Potentially disestablished	0.9	Te Whatu Ora	Programme Director	Group Manager Specialist Services	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Taranaki	Portfolio Manager	Strategy & Commissioning Lead	Potentially disestablished	1.0					
Taranaki	PA To GM Planning & Funding	Interim General Manager Planning and Performance	Potentially disestablished	1.0					
Te Tai o Poutini West Coast	Accountability Co-ordinator	Manager	Potentially disestablished	1.0					
Te Tai o Poutini West Coast	Research Planning Officer	Team Leader	Potentially disestablished	1.0					

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Acting Manager Addictions If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Interim Director Addictions	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Group Manager Specialist Services	Interim Director Mental Health	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Clinical Advisor Radiology Programme	Manager System Flow	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Principal Advisor	Manager Family & Community Health	Potentially disestablished	1.0
Te Whatu Ora	Project Coordinator	Acting Manager National Ambulance Sector Office	Potentially disestablished	1.0
Te Whatu Ora	Principal Technical Specialist	Acting Manager Contract Support	Potentially disestablished	1.0
Te Whatu Ora	Technical Lead	Grp Mngr Primary & Community Wellbeing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Localities Development Advisor	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Manager - Healthy Ageing	Acting Group Manager Community Health System Improvement	Potentially disestablished	1.0
Te Whatu Ora	Senior Project Manager	Manager	Potentially disestablished	1.0
Te Whatu Ora	Manager Healthy Communities	Interim Director Population Health	Potentially disestablished	1.0
Te Whatu Ora	Grp Mngr Primary & Community Wellbeing (secondment)	Interim Director Mental Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Manager of the Office of the Director	Interim Director Mental Health	Potentially disestablished	1.0
Te Whatu Ora	Portfolio Manager	Acting Manager Well Child Tamariki Ora	Potentially disestablished	1.0
Te Whatu Ora	Manager	Interim Director Population Health	Potentially disestablished	1.0

District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Co-Director Leadership Development	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Principal Advisor - Rheumatic Fever	Manager Healthy Communities	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Principal Advisor	Acting Manager Primary Care	Potentially disestablished	1.0
Te Whatu Ora	IPMHA Implementation Consultant	Grp Mngr Primary & Community Wellbeing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Senior Portfolio Manager	Acting Manager Addictions	Potentially disestablished	1.0
Te Whatu Ora	Senior Portfolio Manager	Acting Manager Addictions	Potentially disestablished	1.0
Te Whatu Ora	Programme Manager	Manager Healthy Communities	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Programme Director Strategic Engagement	Interim Director Mental Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Commercial Advisor - Road Project	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Interim Senior Ex If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished ecutive Assistant	Interim Director Population Health	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Interim Director Population Health	National Director Commissioning	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Programme Manager	Manager Healthy Communities	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Group Manager Child & Community Health	Interim Director Population Health	Potentially disestablished	1.0
Te Whatu Ora	Senior Advisor	Acting Group Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Localities Development Advisor	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Project Manager	Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Portfolio Manager	Manager Family & Community Health	Potentially disestablished	1.0
Te Whatu Ora	National Portfolio Manager	Manager Family & Community Health	Potentially disestablished	1.0	Te Whatu Ora	Transition Manager	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Change Manager - Consultant	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Advisor	Acting Manager Addictions	Potentially disestablished	1.0
Te Whatu Ora	Lead Principal Primary & Community Care	Transition Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Intern	Manager	Potentially disestablished	0.0
Te Whatu Ora	Interim Director Primary Community & Rural	National Director Commissioning	Potentially disestablished	1.0	Te Whatu Ora	Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0
Te Whatu Ora	Senior Advisor	Acting Manager Well Child Tamariki Ora	Potentially disestablished	1.0	Te Whatu Ora	Project Manager Evaluation	Director Innovation and Change Implementation	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Senior Portfolio Manager If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Manager Healthy Communities	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Senior Portfolio Manager	Acting Manager Primary Care	Potentially disestablished	1.0
Te Whatu Ora	Senior Advisor	Programme Manager	Position will conclude at the agreed end date unless extended or ended early by the manager		Te Whatu Ora	Director - Funding And Investment If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	0.5
Te Whatu Ora	Project Manager Collaborative Design	Director Innovation and Change Implementation	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Senior Advisor	Acting Manager Primary Care	Potentially disestablished	1.0
Te Whatu Ora	Portfolio Manager	Manager	Potentially disestablished	1.0	Te Whatu Ora	Quality Improvement Manager	Director - Regional Services Programme	Potentially disestablished	
Te Whatu Ora	Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0					
Te Whatu Ora	Acting Manager National Ambulance Sector Office	Acting Group Manager Primary Health Care Improvement and Innovation	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0					

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Advisor	Acting Manager Primary Care	Potentially disestablished	1.0	Te Whatu Ora	Principal Clinical Advisor Maternity Ser	Acting Manager Maternity	Potentially disestablished	1.0
Te Whatu Ora	Localities Development Advisor	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Procurement Specialist - ACP & Air Ops	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Planning & Improvement Manager	Director - Regional Services Programme	Potentially disestablished		Te Whatu Ora	Senior Advisor	Acting Manager Maternity	Potentially disestablished	1.0
Te Whatu Ora	Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0	Te Whatu Ora	Project Manager MH&A	Programme Director Hop	Potentially disestablished	
Te Whatu Ora	Interim Director Mental Health	National Director Commissioning	Potentially disestablished	1.0	Te Whatu Ora	Interim Senior Advisor	Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Senior Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0	Te Whatu Ora	Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0
Te Whatu Ora	General Manager Planning, Integration, People and Performance	Manager Strategy and Planning	Potentially disestablished	1.0	Te Whatu Ora	Co-Director Localities Prototype Project	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Programme Manager	Acting Manager National Ambulance Sector Office	Potentially disestablished	1.0	Te Whatu Ora	Portfolio Manager	Group Manager Specialist Services	Potentially disestablished	1.0
Te Whatu Ora	Programme Director Hop	Manager	Potentially disestablished		Te Whatu Ora	Programme Manager	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Senior Portfolio Manager	Acting Manager National Ambulance Sector Office	Potentially disestablished	1.0	Te Whatu Ora	Manager Family & Community Health	Interim Director Population Health	Potentially disestablished	1.0
Te Whatu Ora	Principal Advisor	Entity Node - Orphan	Potentially disestablished	1.0	Te Whatu Ora	Senior Portfolio Manager - Air Ops	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Senior Advisor	Acting Manager Primary Care	Potentially disestablished	0.8					
Te Whatu Ora	Advisor	Group Manager Specialist Services	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0					
Te Whatu Ora	Principal Advisor Māori	Grp Mngr Primary & Community Wellbeing	Potentially disestablished	1.0					
Te Whatu Ora	Interim General Manager Planning and Performance	Manager Strategy and Planning	Potentially disestablished	1.0					
Te Whatu Ora	Senior Advisor	Acting Manager Contract Support	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0					
Te Whatu Ora	Senior Officer	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0					

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Advisor Hospital and Specialist Planning	Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0	Te Whatu Ora	Manager	Grp Mngr Primary & Community Wellbeing	Potentially disestablished	1.0
Te Whatu Ora	Senior Business Analyst If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Project Manager	Acting Manager Primary Care	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Advisor	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Senior Portfolio Manager	Acting Manager Well Child Tamariki Ora	Potentially disestablished	1.0
Te Whatu Ora	Portfolio Manager	Manager Healthy Communities	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Senior Portfolio Manager	Manager Healthy Communities	Potentially disestablished	1.0
Te Whatu Ora	Senior Advisor	Acting Manager Primary Care	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Senior Advisor	Manager Healthy Communities	Potentially disestablished	1.0
Te Whatu Ora	Principal Adv Strategic Communications	Acting Manager Addictions	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Principal Advisor - National Contracts	Acting Group Manager Primary Health Care Improvement and Innovation	Potentially disestablished	1.0
Te Whatu Ora	Senior Portfolio Manager If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Acting Manager Maternity	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Project Manager IPMHA Implementation	Grp Mngr Primary & Community Wellbeing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Portfolio Manager	Acting Manager Well Child Tamariki Ora	Potentially disestablished	1.0	Te Whatu Ora	Senior Advisor	Manager Healthy Communities	Potentially disestablished	1.0
Te Whatu Ora	Acting Group Manager Community Health System Improvement If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Interim Director Primary Community & Rural	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Portfolio Manager	Acting Manager National Ambulance Sector Office	Potentially disestablished	1.0
					Te Whatu Ora	Project Coordinator If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Acting Manager Maternity	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Portfolio Manager If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Manager Family & Community Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Senior Advisor	Acting Manager, Primary Care	Potentially disestablished	1.0
Te Whatu Ora	Principal Advisor Communications	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0	Te Whatu Ora	Acting Manager Well Child Tamariki Ora If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Interim Director Population Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Senior Project Manager	Manager	Potentially disestablished	1.0	Te Whatu Ora	Programme Manager	Acting Manager National Ambulance Sector Office	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Planning & Improvement Manager	Director - Regional Services Programme	Potentially disestablished	0.9	Te Whatu Ora	Senior Portfolio Manager	Acting Manager National Ambulance Sector Office	Potentially disestablished	1.0
Te Whatu Ora	Project Manager	Programme Director Hop	Potentially disestablished		Te Whatu Ora	Project Manager	Principal Advisor, National Contracts	Potentially disestablished	
Te Whatu Ora	Team Administrator	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	0.8	Te Whatu Ora	Group Manager Operations If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Acting Director Prevention	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Interim Director Addictions If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	National Director Commissioning	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Technical Lead	Grp Mngr Primary & Community Wellbeing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Acting Manager Maternity	Acting Group Manager Community Health System Improvement	Potentially disestablished	1.0	Te Whatu Ora	Advisor Primary & Community Care Planning	Transition Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Senior Advisor	Manager - Healthy Ageing	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Project Lead Psychology Workforce	Grp Mngr Primary & Community Wellbeing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Principal Adv - Office Of Nat Director Comm	Acting Manager Primary Care	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Project Coordinator	Programme Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Te Whatu Ora	Principal Policy Analyst	Manager - Healthy Ageing	Position will conclude at the agreed end date unless extended or ended early by the manager	0.8	Te Whatu Ora	Secondment External If this is your secondment title, please be advised that your substantive position is also proposed to be disestablished	Interim Director, Mental Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Te Whatu Ora	Team Leader/Principal Analyst	General Manager - Plan & Perform	Potentially disestablished	1.0	Te Whatu Ora	Office Manager, National Director, Commissioning	National Director, Commissioning	Potentially disestablished	1.0
Te Whatu Ora	Acting Manager, Primary Care	Group Manager, Primary Health Care System Improvement and Innovation	Potentially disestablished	1.0	Te Whatu Ora	Manager National Ambulance Sector Office	Acting Group Manager Primary Health Care Improvement and Innovation	Potentially disestablished	0.0
Te Whatu Ora	Project Manager	Manager	Potentially disestablished		Te Whatu Ora	Manager Pharmacy	Acting Group Manager Primary Health Care Improvement and Innovation	Potentially disestablished	1.0
Te Whatu Ora	National Change Lead Localities	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Te Whatu Ora	Project Support	Acting Group Manager Community Health System Improvement	Position will conclude at the agreed end date unless extended or ended early by the manager	0.0
Te Whatu Ora	Principal Advisor	Acting Manager Primary Care	Potentially disestablished	1.0	Te Whatu Ora	Advisor	Manager, Pharmacy	Potentially disestablished	1.0
Te Whatu Ora	Administrator	Manager - Healthy Ageing	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waikato	Fund & Rel Manager-Child/Youth	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0
Te Whatu Ora	Senior Clinical Advisor	Acting Manager Maternity	Potentially disestablished	1.0	Waikato	Service Development Manager	Clinical Typist	Position will conclude at the agreed end date unless extended or ended early by the manager	
Te Whatu Ora	Programme Manager	Acting Manager Primary Care	Potentially disestablished	1.0	Waikato	Business Manager - Fund & Rel	Director-Pop H/Contr & Buspro	Potentially disestablished	1.0
Te Whatu Ora	Director Innovation & Change Implementation	Interim Director Mental Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0					
Te Whatu Ora	Project Manager	Programme Director Hop	Potentially disestablished						
Te Whatu Ora	Integrated Contracts Sprint Lead	Co-Director Localities Prototype Project	Position will conclude at the agreed end date unless extended or ended early by the manager	0.4					

Positions proposed to be significantly affected - disestablished

District	Job Title	Proposed Impact
Te Whatu Ora	Tikanga	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Administrator	Potentially disestablished
Te Whatu Ora	Advisor	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Senior Project Manager	Potentially disestablished
Te Whatu Ora	Senior Advisor	Potentially disestablished
Te Whatu Ora	Senior Advisor	Potentially disestablished
Te Whatu Ora	Portfolio Manager	Potentially disestablished
Te Whatu Ora	Project Mangaer	Potentially disestablished
Te Whatu Ora	Contractor	Position will conclude at the agreed end date unless extended or ended early by the manager

District	Job Title	Proposed Impact
Te Whatu Ora	Project Co-ordinator	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Senior Advisor	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Manager	Potentially disestablished
Te Whatu Ora	Snr Business Analyst	Potentially disestablished
Te Whatu Ora	Principal Advisor	Potentially disestablished
Te Whatu Ora	Senior Portfolio Manager	Potentially disestablished
Te Whatu Ora	Programme Manager	Potentially disestablished
Te Whatu Ora	Programme Manager	Potentially disestablished
Te Whatu Ora	Senior communications Advisor	Potentially disestablished
Te Whatu Ora	Snr Change Manager	Potentially disestablished
Te Whatu Ora	Advisor	Potentially disestablished
Te Whatu Ora	Senior Portfolio Manager	Potentially disestablished
Te Whatu ora	Senior Portfolio Manager	Potentially disestablished

Positions proposed to be significantly affected - disestablished

District	Job Title	Proposed Impact
Te Whatu Ora	Principal Advisor	Potentially Disestablished
Te Whatu Ora	Programme Manager	Potentially Disestablished
Te Whatu Ora	Project Co-ordinator	Potentially Disestablished
Te Whatu Ora	Portfolio Manager	Potentially Disestablished
Te Whatu Ora	Principal Advisor	Potentially Disestablished
Te Whatu Ora	Senior Project Manager	Potentially Disestablished
Te Whatu Ora	Localities Development Advisor	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Localities Development Advisor	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Localities Development Advisor	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Senior Engagement Advisor	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Senior Project Manager	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Procurement Lead	Potentially Disestablished
Te Whatu Ora	Principal Clinical Advisor	Potentially Disestablished

District	Job Title	Proposed Impact
Te Whatu Ora	Clinical Advisor	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Administrator	Potentially disestablished
Te Whatu Ora	Advisor	Potentially disestablished
Te Whatu Ora	Senior Advisor	Potentially disestablished
Te Whatu Ora	Advisor	Potentially disestablished
Te Whatu Ora	Project Manager	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Senior Advisor	Potentially Disestablished
Te Whatu Ora	Project Manager	Position will conclude at the agreed end date unless extended or ended early by the manager
Te Whatu Ora	Senior Advisor	Potentially disestablished
Te Whatu Ora	Programme Manager, Diabetes	Potentially disestablished

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Waikato	Project Manager-Whānau Pai Collaboration	Dir - Māori Health/Eq&Prov Rel	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waikato	Chief Medical Officer, Primary Care	Interim District Director	Potentially disestablished	1.0
Waikato	Dir – Innov & Strategy Dev	Ed Strat / Invest / Transf	Potentially disestablished	1.0	Waikato	Ed Strat / Invest / Transf	Interim District Director	Potentially disestablished	1.0
Waikato	Plan & Accountability Manager	Sen Plan & Engagement Manager	Potentially disestablished	1.0	Waikato	Coordinator	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0
Waikato	Administrator	Business Manager - Fund & Rel	Potentially disestablished	1.0	Waikato	Personal Assistant	Personal Assistant	Potentially disestablished	1.0
Waikato	Administrative Assistant	Personal Assistant	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waikato	Personal Assistant	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0
Waikato	Relationship Manager - PR Care	Dir – Innov & Strategy Dev	Potentially disestablished	1.0	Waikato	Project Manager	Director-Pop H/Contr & Buspro	Potentially disestablished	1.0
Waikato	Relationship Manager	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0	Waikato	Fund & Rel Manager-Older People	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0
Waikato	Relationship Manager - PR Care	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0	Waikato	Dir - Māori Health/Eq&Prov Rel	Ed Strat / Invest / Transf	Potentially disestablished	1.0
Waikato	Sen Plan & Engagement Manager	Director-Pop H/Contr & Buspro	Potentially disestablished	1.0	Waikato	Fund And Perform Specialist	Director-Pop H/Contr & Buspro	Potentially disestablished	1.0
Waikato	Administrator	Business Manager - Fund & Rel	Potentially disestablished	1.0	Waikato	Personal Assistant	Ed Strat / Invest / Transf	Potentially disestablished	1.0
Waikato	SPM - Primary Care & Integration	Dir – Innov & Strategy Dev	Potentially disestablished	1.0	Waikato	Clinical Director	Ed Strat / Invest / Transf	Potentially disestablished	1.0
Waikato	Administrator	Business Manager - Fund & Rel	Potentially disestablished	1.0	Waikato	Service Improvement Manager	Dir – Innov & Strategy Dev	Potentially disestablished	1.0
Waikato	Business Change Manager	Dir – Innov & Strategy Dev	Potentially disestablished	1.0	Waikato	Sen Fund & Rel Mng-Primary Care	Director-Pop H/Contr & Buspro	Potentially disestablished	0.4

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Waikato	Māori Health Advisor	Dir - Māori Health/Eq&Prov Rel	Potentially disestablished	1.0	Wairarapa	Service Development Manager, P & F	General Manager Planning & Performance	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Wairarapa	Service Development Manager, P & F	General Manager Planning & Performance	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitaha Canterbury	Senior Manager	General Manager	Potentially disestablished	1.0
Wairarapa	Service Development Manager, P & F	General Manager Planning & Performance	Potentially disestablished	0.0	Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	1.0
Wairarapa	Service Development Manager, P & F	General Manager Planning & Performance	Potentially disestablished	0.6	Waitaha Canterbury	Service Development Manager	Manager	Potentially disestablished	0.8
Wairarapa	Covid Response - Communications Officer	Community Covid19 Vacc. Operations Lead	Potentially disestablished	0.4	Waitaha Canterbury	Information Analyst	General Manager	Potentially disestablished	1.0
Wairarapa	Immunisation Clinic Admin Support	Community Covid19 Vacc. Operations Lead	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitaha Canterbury	Service Development Manager	Manager	Potentially disestablished	0.9
Wairarapa	Executive Assistant	General Manager Planning & Performance	Potentially disestablished	0.9	Waitaha Canterbury	Project Specialist	General Manager	Potentially disestablished	0.0
Wairarapa	Service Development Manager, P & F	General Manager Planning & Performance	Potentially disestablished	0.6	Waitaha Canterbury	Facilitator	Regional Director Workforce Development and Training	Potentially disestablished	1.0
Wairarapa	Community Covid19 Vacc. Operations Lead	General Manager Planning & Performance	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	1.0
Wairarapa	Executive Advisor	General Manager Planning & Performance	Potentially disestablished	0.6	Waitaha Canterbury	Manager	General Manager	Potentially disestablished	1.0
Wairarapa	Programme Lead, Health & Wellbeing	General Manager Planning & Performance	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitaha Canterbury	Project Specialist	Manager	Potentially disestablished	0.9
Wairarapa	General Manager Planning & Performance	Regional Wayfinder	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitaha Canterbury	Service Development Manager	Manager	Potentially disestablished	1.0
					Waitaha Canterbury	Manager	General Manager	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE	District	Job Title	Manager Job Title	Proposed Impact	FTE
Waitaha Canterbury	General Manager	Interim District Director	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	1.0	Waitematā	Strategic Pharmacy Development Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	0.8	Waitematā	Director	Regional Wayfinder	Potentially disestablished	1.0
Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	0.8	Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitaha Canterbury	Service Development Manager	Manager	Potentially disestablished	0.8	Waitematā	Project Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitaha Canterbury	Service Development Manager	Manager	Potentially disestablished	0.8	Waitematā	Programme Manager	Strategic Pharmacy Development Manager	Potentially disestablished	0.8
Waitaha Canterbury	Manager	General Manager	Potentially disestablished	1.0	Waitematā	Project Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitaha Canterbury	Portfolio Manager	Manager	Potentially disestablished	1.0	Waitematā	Primary Care Advisor	Clinical Director Primary Care	Potentially disestablished	0.3
Waitaha Canterbury	Project Specialist	Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	0.8	Waitematā	Nurse Director Primary Care	Senior Programme Manager	Potentially disestablished	0.5
Waitaha Canterbury	Facilitator	Regional Director Workforce Development and Training	Potentially disestablished	0.8	Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitaha Canterbury	Executive Director, Planning and Funding	Interim District Director	Potentially disestablished	1.0	Waitematā	Admin Clerk Non-Clinical Team	Senior Programme Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	
Waitaha Canterbury	Strategic Programme Lead	General Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0	Waitematā	Project Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Senior Programme Manager	Funding And Development Manager	Potentially disestablished	1.0	Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0					

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Waitematā	Funding And Development Manager	Director	Potentially disestablished	1.0
Waitematā	Project Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Project Manager Professional	Senior Programme Manager	Potentially disestablished	0.8
Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	0.9
Waitematā	Senior Programme Manager	Director	Potentially disestablished	1.0
Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitematā	Project Coordinator	Māori Health Gain Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitematā	Project Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Senior Programme Manager	Funding And Development Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Programme Manager	Māori Health Gain Manager	Potentially disestablished	1.0
Waitematā	Senior Medical Officer	Clinical Director Primary Care	Position will conclude at the agreed end date unless extended or ended early by the manager	0.4

District	Job Title	Manager Job Title	Proposed Impact	FTE
Waitematā	Quality & Professional Dev Nurse Leader	Funding And Development Manager	Potentially disestablished	1.0
Waitematā	Analyst	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Personal Assistant	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Clinical Director Primary Care	Senior Programme Manager	Potentially disestablished	0.8
Waitematā	Programme And Contracts Analyst	Senior Programme Manager	Potentially disestablished	1.0
Waitematā	Deputy Director Funding	Director	Potentially disestablished	1.0
Waitematā	Senior Programme Manager	Deputy Director Funding	Potentially disestablished	1.0
Waitematā	Māori Health Gain Manager	Director	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Waitematā	Programme Manager	Senior Programme Manager	Potentially disestablished	1.0
Whanganui	Portfolio Manager	Portfolio Manager	Potentially disestablished	1.0
Whanganui	Project Co-Ordinator	Project Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Whanganui	Portfolio Manager	Acting GM Strategy, Commissioning & Population Health	Potentially disestablished	1.0

Positions proposed to be significantly affected - disestablished

District	Job Title	Manager Job Title	Proposed Impact	FTE
Whanganui	Contracts Administrator	Acting GM Strategy, Commissioning & Population Health	Potentially disestablished	1.0
Whanganui	Executive Assistant	Portfolio Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Whanganui	Business Support Manager	Acting GM Strategy, Commissioning & Population Health	Potentially disestablished	1.0
Whanganui	Executive Assistant	Acting GM Strategy, Commissioning & Population Health	Position will conclude at the agreed end date unless extended or ended early by the manager	0.5
Whanganui	Project Coord	Project Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Whanganui	Project Coord	Portfolio Manager	Potentially disestablished	0.9
Whanganui	Acting GM Strategy, Commissioning & Population Health	Entity Node	Position will conclude at the agreed end date unless extended or ended early by the manager	0.5
Whanganui	Portfolio Manager	Portfolio Manager	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0
Whanganui	Kaiuringi Localities and CiTC Manager	Acting GM Strategy, Commissioning & Population Health	Position will conclude at the agreed end date unless extended or ended early by the manager	1.0

Positions proposed to be impacted

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

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Capital and Coast	Population Health Programme Manager	Gm Commissioning Families & Wellbeing	Reconfirmed in a role	1.0	Programme Manager	Regional Manager, Starting Well
Capital and Coast	Health Insights Analyst	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Capital and Coast	Senior Health Insights Analyst	Team Leader/Principal Analyst	Reconfirmed in a role	0.7	Senior Analyst	Group Manager, Strategic Operations
Capital and Coast	Principal Investment Analyst	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Principal Analyst	Manager, Regional Business Support
Capital and Coast	Health Insights Analyst (Lvl 2)	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Capital and Coast	Office Manager	General Manager - Plan & Perform	Reconfirmed in a role	1.0	Regional Office Manager	Group Manager, Office of the Regional Wayfinder
Counties Manukau	Clinical Administrator	Programme Manager	Change of report line to Practice Operations Manager			
Counties Manukau	Programme Manager	Gm - Primary Care, Funding & Development	Reconfirmed in a role	1.0	Manager Community Health Service, Northern Region	Group Manager, Northern Region, Community Delivery Team
Counties Manukau	Clinical Administrator	Programme Manager	Change of report line to Practice Operations Manager	1.0		
Counties Manukau	Clinical Administrator	Programme Manager	Change of report line to Practice Operations Manager			
Counties Manukau	Senior Medical Practitioner	Chief Med Advisor Primary & Integrated C	Change of report line to Manager Community Health Service, Northern Region	0.5		
Counties Manukau	Community Support Worker-LARC	Programme Manager	Change of report line to Manager Community Health Service, Northern Region	1.0		
Counties Manukau	Project Manager- LARC	Programme Manager	Change of report line to Manager Community Health Service, Northern Region	1.0		
Counties Manukau	Senior Planning Advisor	Director, Funding & Health Equity	Reconfirmed in a role	1.0	Senior Planning Advisor	Manager, Regional Health Services Planning
Counties Manukau	Clinical Administrator	Programme Manager	Change of report line to Practice Operations Manager	1.0		
Counties Manukau	Clinical Administrator	Programme Manager	Change of report line to Practice Operations Manager	0.3		

Positions proposed to be impacted

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Counties Manukau	Analyst	Manager	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Counties Manukau	Analyst	Manager	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Hawke's Bay	System Lead - Performance & Insights	Ed - Planning, Funding & Performance	Reconfirmed in a role	0.9	Principal Advisor, Reporting and Performance	Manager, Regional Business Support
Lakes	Senior Business Analyst	Manager	Reconfirmed in a role	1.0	Senior Analyst	Manager, Regional Business Support
Lakes	Senior Business Analyst	Manager	Role vacant but proposed to change to this role	1.0	Principal Advisor, Mental Health and Addictions	Regional Manager, Mentally Well
South Canterbury	Portfolio Manager - Primary Health	Director Primary & Allied Health	Reconfirmed in a role	1.0	South Canterbury PHO Delivery Manager	Group Manager, Regional System Integration
Southern	Service Manager Rural Health	General Manager Primary Care and Population Health	Reconfirmed in a role	1.0	Service Development Manager, Rural Health	Regional Manager, Rural Health
Southern	Administrator-contracts	Senior Contract Manager	Reconfirmed in a role	1.0	Contract Administrator	Manager, Regional Contracts
Southern	Funding Manager	Executive Director Corporate Services	Reconfirmed in a role	0.8	Group Manager, Regional Investment	Regional Wayfinder
Tairāwhiti	Team Leader, Evidence & Information and Senior Business Analyst	Group Manager	Reconfirmed in a role	1.0	Senior Analyst	Group Manager, Strategic Operations
Tairāwhiti	Analyst	Group Manager	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Taranaki	Analyst - Planning And Funding	Interim General Manager Planning And Performance	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Te Whatu Ora	Principal Analyst	Analytics Manager	Reconfirmed in a role	0.8	Principal Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Acting Manager Contract Support	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Principal Advisor	National Contract Manager
Te Whatu Ora	Executive Assistant	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Personal Assistant	Director, Ageing Well
Te Whatu Ora	Principal Advisor	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Principal Advisor	National Contract Manager
Te Whatu Ora	Executive Assistant	Strategy, Planning and Partnerships	Reconfirmed in a role	1.0	Personal Assistant	Director, Starting Well
Te Whatu Ora	Senior Advisor Pay Equity	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Senior Advisor	National Contract Manager
Te Whatu Ora	Programme Manager	Programme Director	Reconfirmed in a role	1.0	Programme Manager	Manager, Sector Development
Te Whatu Ora	Senior Communication Engagement Advisor	Programme Manager	Reconfirmed in a role	1.0	Advisor, Strategic Engagement	Manager, Strategic Engagement
Te Whatu Ora	Principal Advisor	Nat Lead Enhanced Primary Care POAC Hosp	Reconfirmed in a role	1.0	Principal Investment Analyst	Group Manager, Investment
Te Whatu Ora	Senior Advisor	Manager - Healthy Ageing	Reconfirmed in a role	0.9	Senior Advisor	Group Manager, Community Ageing

Positions proposed to be impacted

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Te Whatu Ora	Senior Analyst	Analytics Manager	Reconfirmed in a role	1.0	Senior Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Contracts Coordinator	Senior Manager Business Intelligence Business Partnering	Reconfirmed in a role	1.0	Contract Administrator	Manager, Regional Contracts
Te Whatu Ora	Administrator	Acting Manager National Ambulance Sector Office	Reconfirmed in a role	1.0	Team Administrator	Group Manager, Ambulance
Te Whatu Ora	Senior Advisor	Acting Manager Addictions	Reconfirmed in a role	1.0	Senior Advisor, Drugs	Co-Director, Addictions
Te Whatu Ora	Co-ordinator	Office Manager, National Director Commissioning	Reconfirmed in a role	1.0		Director, Office of the National Director
Te Whatu Ora	Principal Analyst- Syst Perf Modelling	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Principal Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Business Advisor	Acting Manager Contract Support	Reconfirmed in a role	1.0	Advisor	National Contract Manager
Te Whatu Ora	Programme Manager	Manager - Healthy Ageing	Reconfirmed in a role	1.0	Programme Manager	Group Manager, Community Ageing
Te Whatu Ora	Contracts Co-ordinator	Senior Manager Business Intelligence Business Partnering	Reconfirmed in a role	0.8	Contract Administrator	Manager, Regional Contracts
Te Whatu Ora	Executive Assistant	Interim Director Mental Health	Reconfirmed in a role	1.0	Personal Assistant	Director, Mentally Well
Te Whatu Ora	Contracts Co-ordinator	Senior Manager Business Intelligence Business Partnering	Reconfirmed in a role	0.9	Contract Administrator	Manager, Regional Contracts
Te Whatu Ora	Senior Advisor	Programme Director	Reconfirmed in a role	1.0	Senior Advisor	Manager, Sector Development
Te Whatu Ora	Health Insights Analyst	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Analyst	Manager, Regional Business Support
Te Whatu Ora	Coordinator	Director - Regional Services Programme	Reconfirmed in a role		Team Administrator	Personal Assistant to the Director, Living Well
Te Whatu Ora	Programme Manager - Specialist Services	Group Manager Specialist Services	Reconfirmed in a role	1.0	Programme Manager	Group Manager, Integrated Mental Health Systems
Te Whatu Ora	Senior Advisor	Mgr. Office of Deputy Director-general	Reconfirmed in a role	1.0	Senior Advisor	Manager, Business Support
Te Whatu Ora	Coordinator	Programme Director HOP	Reconfirmed in a role		Team Administrator	Personal Assistant to the Director, Starting Well
Te Whatu Ora	Principal Advisor	Acting Manager, Addictions	Reconfirmed in a role	1.0	Principal Advisor, Alcohol	Co-Director, Addictions
Te Whatu Ora	Substantive role: Senior Portfolio Manager, Gambling Harm, Taranaki					
Te Whatu Ora	Principal Advisor - Healthy Ageing	Manager - Healthy Ageing	Reconfirmed in a role	1.0	Principal Advisor	Group Manager, Age Residential Care
Te Whatu Ora	Manager Commercial	GM Commercial	Reconfirmed in a role		National Contract Manager	Group Manager, Contract Management
Te Whatu Ora	Senior Advisor	Mgr. Office of Deputy Director-general	Reconfirmed in a role	1.0	Senior Advisor	Manager, Governance & Ministerial Services
Te Whatu Ora	Senior Advisor	Manager	Reconfirmed in a role	1.0	Senior Advisor	Group Manager, Primary and Population Mental Wellbeing
Te Whatu Ora	Principal Advisor	Group Manager Specialist Services	Reconfirmed in a role	1.0	Principal Advisor	Group Manager, Integrated Mental Health Systems

Positions proposed to be impacted

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Te Whatu Ora	Advisor	Office Mgr. - Nat Director Commissioning	Reconfirmed in a role	1.0	Advisor	Manager, Governance & Ministerial Services
Te Whatu Ora	Senior Portfolio Manager - Gambling Harm	Acting Manager Addictions	Reconfirmed in a role	1.0	Senior Advisor, Gambling	Co-Director, Addictions
Te Whatu Ora	Principal Advisor Telehealth	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Principal Advisor	National Contract Manager
Te Whatu Ora	Senior Business Analyst	Manager	Reconfirmed in a role	1.0	Senior Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Principal Advisor Funding Commissioning	Acting Group Manager Community Health System Improvement	Reconfirmed in a role	1.0	Principal Investment Analyst	Group Manager, Investment
Te Whatu Ora	Director - Regional Services Programme	Director Operations	Reconfirmed in a role	1.0	Manager, Regional Health Services Planning	Group Manager, Regional Planning
Te Whatu Ora	Programme Director	Interim Director Mental Health	Reconfirmed in a role	1.0	Manager, Sector Development	Director, Mentally Well
Te Whatu Ora	Analyst	Analytics Manager	Reconfirmed in a role		Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Administrator	Manager - Healthy Ageing	Reconfirmed in a role	1.0	Team Administrator	Personal Assistant to the Director, Ageing Well
Te Whatu Ora	Health Insights Analyst	Team Leader/Principal Analyst	Reconfirmed in a role	1.0	Analyst Investment	Manager, Regional Business Support
Te Whatu Ora	Personal Assistant	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Personal Assistant	Group Manager, Funding and Investment
Te Whatu Ora	Fund And Perform Specialist	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Principal Analyst	Manager, Regional Business Support
Te Whatu Ora	Fund And Perform Specialist	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Principal Analyst, Investment	Manager, Regional Business Support
Te Whatu Ora	Coordinator	Sen Plan & Engagement Manager	Reconfirmed in a role	1.0	Team Administrator	Group Manager, Regional Planning
Te Whatu Ora	Health Intelligence Advisor	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Analyst	Group Manager, Strategic Operations
Te Whatu Ora	Director-pop H/Contr & Buspro	ED Strat / Invest / Transf	Reconfirmed in a role	1.0	Group Manager, Investment	Director, Funding and Investment
Te Whatu Ora	Fund And Perform Specialist	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Senior Investment Analyst	Group Manager, Investment
Te Whatu Ora	Fund And Perform Specialist	Director-pop H/Contr & Buspro	Reconfirmed in a role	1.0	Senior Investment Analyst	Group Manager, Investment
Wairapa	Business Manager, Planning & Performance	General Manager Planning & Performance	Reconfirmed in a role	1.0	Principal Analyst, Investment	Manager, Regional Business Support
Waitaha Canterbury	Medical Specialist	General Manager	Reconfirmed in a role	0.8	Clinical Advisor	Group Manager, Regional System Integration Team
Waitaha Canterbury	Executive Assistant	General Manager	Reconfirmed in a role	1.0	Team Administrator	Regional Office Manager
Waitematā	Team Leader	Funding And Development Manager	Reporting line change to Manager, Child & Population Health Services	1.0		

Positions proposed to be impacted

District	Job Title	Manager Job Title	Proposed Impact	FTE	Proposed Reconfirmed role	Proposed Reporting line
Waitematā	Personal Assistant	Funding And Development Manager	Reporting line change to Manager, Child & Population Health Services	1.0		
Waitematā	Learning And Development Consultant	Funding And Development Manager	Contract will end in June Substantive role in People and Culture			
Waitematā	Clinical Leader	Funding And Development Manager	Reporting line change to Manager, Child & Population Health Services	1.0		
Waitematā	Team Leader	Funding And Development Manager	Reporting line change to Manager, Child & Population Health Services	1.0		
Waitematā	Quality Manager	Funding And Development Manager	Reconfirmed in a role	1.0	Quality Improvement Advisor	Group Manager, Regional Service Improvement
Waitematā	Quality Specialist	Funding And Development Manager	Reconfirmed in a role	1.0	Quality Improvement Advisor	Group Manager, Regional Service Improvement
Waitematā	Admin Clerk Non-Clinical Team	Funding And Development Manager	Reporting line change to Manager, Child & Population Health Services	1.0		
Waitematā	Executive Assistant	Director	Reconfirmed in a role	1.0	Personal Assistant	Regional Wayfinder
Waitematā	Funding And Development Manager	Director	Reconfirmed in a role	1.0	Manager, Child & Population Health Services	Group Manager, Community Delivery Team, Northern Region

Positions with no change proposed

The following roles are not impacted. This means the role is substantively the same as the current role, and your reporting line remains the same. If you are in a fixed term role or a contractor, your role will continue until the fixed term or contract completes or we have a discussion and agreement with you about ending early or extending.

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

District	Job Title	Manager Job Title	FTE
Counties Manukau District Health Board	Registered Nurse - Mangere Refugee Service	Programme Manager	1.0
Counties Manukau District Health Board	Registered Nurse - Mangere Refugee Service	Programme Manager	1.0
Counties Manukau District Health Board	Registered Nurse - Mangere Refugee service	Programme Manager	1.0
Counties Manukau District Health Board	Registered Nurse - Mangere Refugee Service	Programme Manager	0.8
Counties Manukau District Health Board	General Practitioner	Programme Manager	0.5
Counties Manukau District Health Board	Clinical Nurse Specialist	Programme Manager	1.0
Counties Manukau District Health Board	Advanced Clinical Social Worker	Programme Manager	1.0
Counties Manukau District Health Board	Fellow	Programme Manager	0.4
Counties Manukau District Health Board	General Practitioner	Programme Manager	0.4
Counties Manukau District Health Board	Registered Nurse - Mangere Refugee Service	Programme Manager	1.0
Counties Manukau District Health Board	Nurse Lead	Programme Manager	1.0
Counties Manukau District Health Board	Practice Operations Manager	Programme Manager	1.0
Counties Manukau District Health Board	Clinical Administrator	Practice Operations Manager	1.0
Counties Manukau District Health Board	General Practitioner	Programme Manager	0.2
Counties Manukau District Health Board	Health Care Assistant	Programme Manager	1.0
Te Whatu Ora	Regional Wayfinder - Southern	National Director Commissioning	1.0
Te Whatu Ora	Regional Wayfinder - Te Manawa Taki	National Director Commissioning	1.0
Te Whatu Ora	Regional Wayfinder - Central	National Director Commissioning	1.0
Waitaha Canterbury	Senior Advisor	General Manager	1.0

District	Job Title	Manager Job Title	FTE
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Admin Support	Team Leader	1.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.8
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0

Positions with no change proposed

District	Job Title	Manager Job Title	FTE
Waitematā	Pharmacist	Clinical Leader	0.0
Waitematā	Pharmacist	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Pharmacist	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	0.0
Waitematā	Registered Nurse	Clinical Leader	1.0
Waitematā	Nurse Educator	Clinical Leader	1.0

Positions & Teams proposed to move to different Business Units

The following individual roles and whole teams are proposed to be impacted in that your roles/service will not be carried out by the Commissioning Business Unit and are better aligned to other functions within Te Whatu Ora. Please refer to the change proposals for the functions noted below when they become available.

District	Position Title	Currently reports to	Comment
Hospital Commissioning teams	Most teams will know if they are in hospital commissioning teams, however we will confirm this in writing to you. If you are not part of the hospital commissioning team, you will be part of this consultation process.		Unless noted in the tables above, your teams are proposed to move into the Hospital and Specialist Service Strategy, Planning and Purchasing function. We will involve you in the upcoming consultation process for Hospital and Specialist Services with respect to your current role and function.
Waitematā	Planning and Funding Finance team	Deputy Chief Financial Officer	Your team is proposed to move into the Finance function. Please read the Finance structure consultation document where you can provide your feedback.
	Deputy Chief Financial Officer		
	Finance Co-ordination Manager		
	Senior Finance Analyst		
	Finance Analyst		
	Analyst Contracts Administrator		
Nelson Marlborough	Pharmacy team	GM Strategy, Primary and Community	Unless noted in the tables above, your team is proposed to move into the Hospital and Specialist Services function. It is proposed that you have an interim reporting line which will be advised once the decision document is published. A permanent reporting line will be advised as part of the Hospital and Specialist Services change process.
Nelson Marlborough	Community and Oral Health team	Sector Relationships/Contract Manager – Primary and Community	Unless noted in the tables above, your team is proposed to move into the Hospital and Specialist Services function. It is proposed that you have an interim reporting line which will be advised once the decision document is published. A permanent reporting line will be advised as part of the Hospital and Specialist Services change process.
Southern	Oral Health team	Oral Health Manager	Unless noted in the tables above, your team is proposed to move into the Hospital and Specialist Services function. It is proposed that you have an interim reporting line which will be advised once the decision document is published. A permanent reporting line will be advised as part of the Hospital and Specialist Services change process.
Health Pathways	GP Liaison, Counties Manukau 0.5FTE	Chief Medical Advisor, Primary and Integrated Care	Your role is proposed to move into the Service Improvement and Innovation function. Please read the Service Improvement and Innovation structure consultation document where you can provide your feedback.
Health Pathways	Clinical Lead, Counties Manukau 1FTE	Programme Manager	
Health Pathways	Service Delivery Manager, Counties Manukau 1FTE	Programme Manager	
Health Pathways	Project Manager, Counties Manukau 1 FTE	Programme Manager	
Health Pathways	Clinical Director, Health Pathways, Capital and Coast 0.2FTE	General Manager, Planning and Performance	

Positions & Teams proposed to move to different Business Units

District	Position Title	Currently reports to	Comment
Health Pathways	GP Liaison, Northland	General Manager, Planning, Integration, People and Performance	Your role is proposed to move into the Service Improvement and Innovation function. Please read the Service Improvement and Innovation structure consultation document where you can provide your feedback.
Health Pathways	GP Liaison, Counties Manukau	Chief Medical Advisor, Primary and Integrated Care, Counties Manukau	
Health Pathways	Project Manager, Models of Care and Health Pathways, Nelson-Marlborough 1 FTE	GM, Strategy, Primary and Community	
Suicide Postvention/prevention	Snr Advisor, Suicide Prevention, Lakes	Principal Advisor Mental Health & Addictions, Lakes	Unless noted in the tables above, your role is proposed to move into Te Aka Whai Ora. The team will be in touch regarding your roles and report lines.
Suicide Postvention/prevention	Suicide Postvention Co-ordinator, Capital and Coast	Manager Service Delivery, Capital and Coast	
Suicide Postvention/prevention	Team Leader Health Communities, Capital and Coast	Manager Service Delivery, Capital and Coast	
Suicide Postvention/prevention	Suicide re/postvention Co-ordinator, South Canterbury	Mental Health and Addiction Manager, South Canterbury	
Suicide Postvention/prevention	Co-ordinator, Tairāwhiti	Group Manager	
Disability roles	Capital and Coast GM Commissioning Disability 3 DHB	General Manager Planning and Performance	The strategic advisory function to support Te Whatu Ora's requirements to the meets the needs of tāngata whaikaha is critical. We want to hear your feedback as to where this whole of system function should best sit, to provide strategic input across the organisation and develop strong partnerships with tāngata whaikaha and the Ministry of Disabled People.
Disability roles	Senior Systems development Lead	GM Commissioning Disability 3 DHB	
Disability roles	Disability Education Advisor	GM Commissioning Disability 3 DHB	
Disability roles	Project Manager	GM Commissioning Disability 3 DHB	
Disability roles	Enabling Good Lives Lead	GM Commissioning Disability 3 DHB	
Disability roles	Project Lead, NZ Sign Language	GM Commissioning Disability 3 DHB	
Disability roles	Nurse Educator Disability	GM Commissioning Disability 3 DHB	
Disability roles	Disability Equity Lead, Maternity and Neonatal 0.8FTE	Principal Commissioning Manager, SPP	
Disability roles	Disability Equity Lead, Maternity and Neonatal 0.2FTE	Principal Commissioning Manager, SPP	
Disability roles	Wairarapa Director of Disability P&F	General Manager Planning and Performance	
Smokefree roles	If you hold a role in: Smoking cessation Smokefree Facilitation Healthy environments		Your role is proposed to move into the National Public Health Services function. Please read the National Public Health Services structure consultation document where you can provide your feedback.

#	Question	Answer
1	What is the purpose of the proposed structure?	<p>Commissioning team's mahi is fundamental to achieving the vision of Pae Ora. Our purpose is to plan, design, integrate and deploy health resources to improve the wellbeing of whānau and communities and address persistent inequities in access and outcomes.</p> <p>We are embarking on this significant proposed re-organisation of Commissioning as a result of the introduction of the Pae Ora legislation and the resultant disestablishment and re-organisation of entities that had various commissioning functions across the system (DHBs, Manatū Hauora and DHB-owned shared agencies). We have a once-in-a-lifetime opportunity to create a system of commissioning that builds off much of the excellent work that both DHBs and the Ministry achieved but consolidates those functions that are best done once (nationally), four times (regionally) and many times (locally).</p>
2	What is driving the proposed structure?	<p>The vision for Commissioning sees us embedding a whole health system planning process that:</p> <ul style="list-style-type: none"> • reflects whānau and community priorities; • provides long-term direction for health system providers; • allocates resources optimally; • causes changes that improve efficiency, quality and equity; and • supports and values a strong health workforce. <p>We will need to act as the community's agent in procuring primary, community and population health services that meet Te Tiriti obligations. And we will need to enable local solutions to community need through placed-based planning and a focus on collective impact approaches to broader population health and well-being aspirations.</p> <p>This vision has led us to the design principles which guide the structure. These can be found at the start of the consultation document.</p>
3	What are the changes proposed and which teams will be impacted?	<p>You can find the proposed changes and impact list at the end of the consultation document. This will no doubt be a document that you go back to over time as you process what this means for you in your context. The consultation window is four weeks long, to give you time to read, process, discuss, re-read and to complete whatever steps you need to, before submitting your feedback. This is no time to rush. The proposed changes are substantive and have the potential for significant impact on everyone within Commissioning.</p>
4	How was the proposed structure designed?	<p>Throughout the journey to this proposed structure, we have been guided by the transformation goals of Te Aka Whai Ora and Te Whatu Ora, as set out in the Pae Ora reforms and reinforced by the guidance of our boards of directors. Through face-to-face visits across districts, workshops with senior team members and input received following the release of early thinking during Unify to Simplify, your voices helped us to understand the key issues and opportunities for Commissioning and helped to shape this currently proposed structure. We also acknowledge and are grateful for the work of our External Advisory Group whose early design thinking and principles are reflected in the proposed structure.</p>

#	Question	Answer
5	How will the proposed structure improve our processes?	<p>The structural changes proposed for Commissioning are about reducing duplication and unifying the leadership and management of services to achieve simpler decision making and improved consistency across the motu. At the same time, the new structure reorients us toward supporting the localities approach that forms a central element of the Pae Ora reforms. The proposed new Commissioning structure will support you to work together nationally, regionally, and locally as well as across other Business Units. Collectively we want to operate as a team of teams operating in a high trust culture where people feel valued and included.</p> <p>The key opportunities section in the consultation document outlines the way national, regional and local planning approaches will support decision making processes.</p>
6	How will the proposed operating structures link to other Business Units?	Commissioning has a critical interface with other teams within Te Whatu Ora, whether it's in the analytical, planning, design or implementation process of commissioning. Our teams will be supported by business partnering arrangements. For example, Enabling functions such as Finance, People and Culture and Communications and Engagement, will provide business partnering to Delivery teams. You can read more about this and about cross-organisation commissioning partnerships in section 2 of the Consultation Document.
7	How can we ensure the voice of local people, whānau and communities are heard?	In our proposed structure, there are functions and roles that will need to be embedded in communities and localities. Senior Locality Managers and Locality Development Advisors will primarily be based in the communities in which they live, building strong connections and partnerships across iwi, providers, communities and the wider social sector. Take a look at the Localities Design Team and the Localities Team sections of the consultation document.
8	Commissioning teams are used to having system-wide oversight and responsibility, but now we seem to be focussed on community-based public services?	<p>Commissioning refers to the full cycle of analysis, planning, service development, procurement and review of health services in partnership with people, whānau and the sector. We will continue to hold the complete system view with other Business Units across Te Whatu Ora contributing to this cycle.</p> <p>In the proposed structure, the system view occurs at both the national level with the system design team leading system wide planning, and regionally, where the Regional Integration Teams (co-chaired by the Regional Wayfinder and Regional Director, Te Aka Whai Ora) are tasked with system wide planning and implementation through Regional Health Service Plan commitments. The Regional Integration Teams are also responsible for integrated planning that 'weaves together' the aspirations of communities and whānau expressed in locality plans with the system level planning that is led at the national level.</p>
9	How do we partner with Te Aka Whai Ora to deliver co-commissioned services?	The proposed structure was developed in partnership with Te Aka Whai Ora and designed to complement their overall operating model. This includes both the entities taking a life course approach to their structures at a national level, having a strong regional base and function, and staff across localities supporting Te Aka Whai Ora commissioning.

#	Question	Answer
10	How can we make sure national planning and design are connected to issues at a local level?	<p>The proposed national system design team will have a strong interface with the regions through the regional system integration teams . At the same time, the locality planning processes will inform regional health services planning which is a key feature of the functions of the regions, and back up to national design processes.</p> <p>The key opportunities section in the consultation document outlines the way national, regional and local planning approaches will support decision making processes.</p>
11	How do people from smaller districts who have traditionally worn many hats, find their place in the new structure?	<p>The functions of design, planning, analysis, operational management, relationships management, quality improvement and so on, are all parts of the proposed operating model. We appreciate that smaller districts consolidated many of these functions across roles, but we hope that staff in smaller districts can see the opportunities that lie in working as part of a larger team of 'experts' with some proposed roles.</p>
12	What is job crafting?	<p>The Consultation Document proposes a structure that will provide us with the strongest team design and operating model possible. While we have defined the roles as clearly as possible so that everyone understands the thinking behind the team structure and functions, we want our teams to work in a way that recognises people's expertise and plays to their strengths.</p> <p>"Job-crafting" gives you and the teams you work in more latitude to design working arrangements that are both fulfilling for the holder of the role as well as most likely to achieve the objectives of the team and organisation. As critical as our work is, the well-being and satisfaction of our workforce is also vital to our success.</p>

Appendix 5: Engagement Plan

Engagement Activity	Location	Venue	Date	Time	Commissioning Presenters
Face-to-face: National Office Staff	Wellington	133 Molesworth Street, Thorndon, Wellington (GN.8 & GN.9) + Online	Monday 3 April	9:00am – 10:30am	Abbe Anderson, Helene Carbonatto, Fiona McCarthy
Face-to-face: Central Region	Palmerston North	Addis House, 135 Ruahine Street, Roslyn, Palmerston North + Online	Monday 3 April	1:00pm – 2.30pm	Abbe Anderson, Helene Carbonatto, Fiona McCarthy, Peter Guthrie
Face-to-face: Northern Region	Auckland	Ellerslie Event Centre, 100 Ascot Avenue, Ellerslie, Auckland + Online	Tuesday 4 April	9:00am – 10:30am	Abbe Anderson, Helene Carbonatto, Fiona McCarthy, Danny Wu
	Whangarei	Tohora House, Hospital Road, Whangarei. (Waima) + Online	Tuesday 4 April	2:30pm – 4:00pm	Abbe Anderson, Helene Carbonatto, Fiona McCarthy, Danny Wu
Face-to-face: Te Manawa Taki Region	Hamilton	87 Alexandra Street, Hamilton Central, Hamilton (Kotahitanga) + Online	Wednesday 5 April	11:30am – 1:00pm	Abbe Anderson, Helene Carbonatto, Fiona McCarthy, Nicola Ehau
Face-to-face: Te Manawa Taki Region	Gisborne	Tangata Rite Building, 110 Peel Street, Gisborne (Resource Room F1) + Online	Tuesday 11 April	10:00am – 11:30am	Helene Carbonatto, Fiona McCarthy, Nicola Ehau

Appendix 5: Engagement Plan

Engagement Activity	Location	Venue	Date	Time	Commissioning Presenters
Face-to-face: Southern Region	Nelson	Nelson DHB, Braemar Campus, Nelson Hospital (Corporate Meeting Room) + Online	Wednesday 12 April	12.30pm - 2.00pm	Helene Carbonatto, Fiona McCarthy, Chiquita Hansen
	Christchurch	Manawa Building, Ground Floor, 276 Antigua Street, Waitaha, Christchurch + Online	Thursday 13 April	9.00am - 10.30am	Helene Carbonatto, Fiona McCarthy, Chiquita Hansen
	Dunedin	Wakari Hospital, 369 Taieri Road, Halfway Bush, Dunedin (Boardroom) + Online	Thursday 13 April	2.30pm – 4.00pm	Helene Carbonatto, Fiona McCarthy, Chiquita Hansen
Face-to-face: Central Region	Hastings	Education Centre Auditorium; Hawke's Bay DHB; Corner Omahu Road and McLeod Street; Hastings, Hawke's Bay	Monday 17 April	10.30am - 12.00pm	Helene Carbonatto, Fiona McCarthy, Peter Guthrie
Face-to-face: Central Region	Wellington	Wellington Hospital, Riddiford Street, Newtown, Grace Neill Block (Boardroom, Level 11) + Online	Monday 17 April	3.30pm - 5.00pm	Helene Carbonatto, Fiona McCarthy, Peter Guthrie
Face-to-face: Te Manawa Taki Region	New Plymouth	Lecture Theatre, Education Centre - 3rd Floor, Taranaki Base Hospital, New Plymouth	Tuesday 18 April	10.30am - 12.00pm	Helene Carbonatto, Fiona McCarthy, Nicola Ehau