

Service Improvement and Innovation Consultation Document

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30th March 2023

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SECTION 1: Executive Summary & Foreword



Dr Dale Bramley –
*National Director of Service
Improvement and Innovation*

Tēnā koutou

It is exciting to be part of this newly established Service Improvement and Innovation Business Unit which will spearhead service improvement and innovation across Te Whatu Ora. Focusing on national priorities and in partnership with Te Aka Whai Ora, our mahi will improve and develop better care, equity and health outcomes for all.

Our Business Unit was created with the vision to be the beacon for innovation and improvement across the New Zealand health system.

There are many great examples of pioneering research, service improvement and innovation, and population health interventions already underway across the motu. We have the opportunity to accelerate this work where appropriate. In addition, we want to ensure national consistency to create critical mass and ensure we can draw from the best examples across the motu.

Work on our operating model commenced in November 2022 with the establishment of a working group of subject matter experts from the sector. This group developed the core functions, vision and purpose of the Service Improvement and Innovation (SI&I) Business Unit. This was followed by a series of virtual hui held across the motu to meet and understand the challenges and opportunities we face, which helped form these proposed changes. We continue to work with other Te Whatu Ora Business Units and Te Aka Whai Ora to focus on connecting excellence and resources while keeping our workforce, staff, patient and whānau needs at the centre of what we do. Our work programmes will have a focus on achieving equity with a strong focus on Māori health gain.

Seven functional teams are developing within the Service Improvement and Innovation Business Unit spanning the following functions:

- 3I: Integration, Improvement and Innovation;
- Health Analytics and Insight;
- Evidence, Research and Clinical Trials including evaluation, horizon scanning and knowledge management;
- Equity including Māori, Pacifica Pipeline programmes;
- Population Health Gain; and
- Consumer Engagement and Whānau Voice including rainbow, ethnic and other priority populations.

The work of these teams will cover both community and hospital settings.

I acknowledge change can be very difficult in an already challenging year. However, it has been a privilege to witness throughout the country the adeptness, resourcefulness and strength shown by so many of you across Te Whatu Ora. It's you we want to hear from - this is your Business Unit dedicated to improvement and innovation and it's essential your voice is heard.

This consultation will be open until 28th April 2023 and I hope you will take the opportunity to share with me your thoughts and suggestions, so we can build and foster improvement and innovation together.

Ngā mihi nui tatou

Dr Dale Bramley

SECTION 2: Our Proposal

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.

The purpose of this document is to share with you a proposal for developing the structure for the Service Improvement and Innovation Business Unit. This discussion document commences a consultation process, where we seek your feedback, as well as outline the process and timeline.

This document:

- Confirms the Senior Management positions (Te Whatu Ora Tier 3). These roles report to the National Director Service Improvement and Innovation, collectively form the Service Improvement and Innovation Senior Management Team and are currently being recruited.
- Proposes a Service Improvement and Innovation structure for Tier 4 and Tier 5 roles, to support Tier 2 and 3 leaders to deliver on our responsibilities under the Pae Ora Act and Simplify to Unify.
- Identifies roles or teams that align with the new functions of the Service Improvement and Innovation Business Unit and proposes to bring those teams/roles into the reporting structure. For many this will simply mean their manager reports through to the SI&I Business Unit; where an impact such as a change of reporting line is identified this is outlined specifically in Appendix 2.
- Advises you of our online tool for feedback: 'What Say You?'

SECTION 2: Our Proposal

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

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

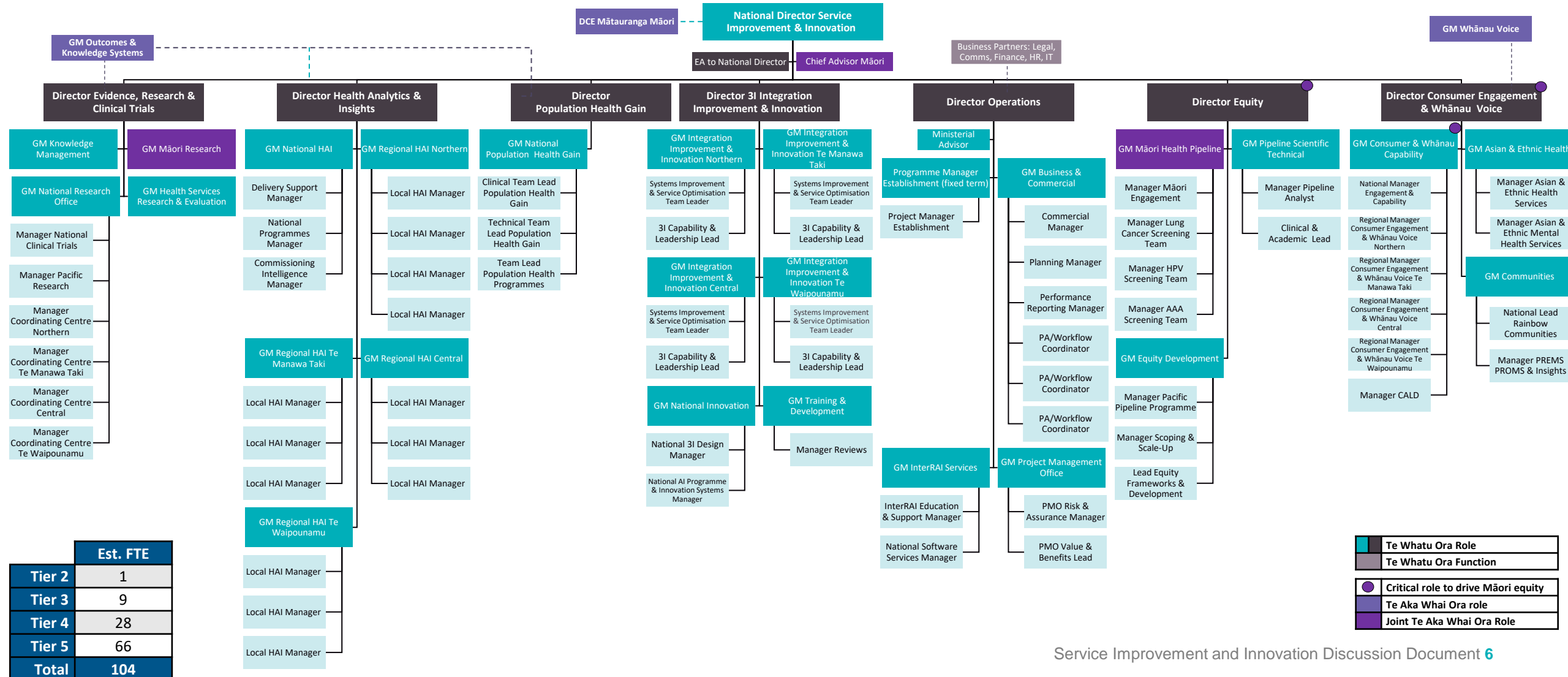
Please note these are not related to financial delegation levels.

Structure

The proposed structure creates coherent functional teams that will work together nationally and across regions to overcome previous barriers and challenges and create new, exciting opportunities and benefits for Te Whatu Ora. It means we can learn about and share current and future improvements and innovations drawing on experience from across the motu, unlike under previous arrangements.

Service Improvement and Innovation Discussion Document

Service Improvement and Innovation Organisational Structure (Proposed)



Our operating model will realise the vision “to be a beacon for improvement and innovation across the New Zealand health system” and improve health outcomes for our people. The seven core functions underpin the operating model to amplify the efforts of others, to build capabilities and to accelerate new ways of doing things to achieve Pae Ora (Healthy Futures). The purpose of each function that makes up Service Improvement and Innovation is outlined in Table 1. below.

| | Functions | Purpose |
|---|---|--|
| 1 | Research, Clinical Trial and Libraries | We increase equitable access to evidence and research across the organisation and the wider health sector to improve health outcomes for all New Zealanders. |
| 2 | Health Analytics and Insights | We provide health analytics and insights which support planning and delivery of better, more equitable health services. |
| 3 | Consumer Engagement & Whānau Voice | We provide support to Te Whatu Ora to be consumer and whānau-centred, reflecting the needs and preferences of the communities they serve giving effect to the Ministerial Code of Expectations for Consumer Engagement |
| 4 | Population Health Gain | We provide trusted pragmatic advice to health system decision makers with an evidence based, intelligence driven and whole of system approach to improve population level outcomes. |
| 5 | Equity | We undertake robust implementation science research on key interventions to address the Life Expectancy gap between Māori and non-Māori, between Pacific and non-Māori non-Pacific, and other key prioritised interventions. We support the development of equity frameworks |
| 6 | 3I: Integration, Improvement and Innovation | We take a whole-system, consumer and whānau-centred and equity led approach to accelerate improvement and innovation underpinned by best evidence, data and evaluation |
| 7 | Operations | We provide business planning and processes to the SI&I directorate. Our core functions work to strengthen collaboration & integration, and accelerate change across the health system, in line with the goals of Pae Ora and priorities of Te Pae Tata |

The new structure will provide visibility and transparency to all Service Improvement and Innovation functions through sharing research, learning and ideas. It will create a standard approach to remove unwarranted variation in clinical practice and outcomes, increase system efficiency and effectiveness and reduce duplication.

Finally, it will utilise available resources to design integrated systems and service programmes across the motu, allowing the use of data to understand variation locally, regionally and nationally. Working in this way aims to address inequity of access to health care for Māori, Pacific and other priority populations, and improve health and well-being outcomes for all New Zealanders.

The proposed changes will achieve Pae Ora by:

- Whāngaia te rākau hauora, e reka ai ngā hua - enabling equitable access to health care and improving health outcomes;
- Whakahohetia te iwi - engaging people to share ideas, experience and operational practices; and
- Hoahoina te anamata e whanake ai ngā ratonga - co-designing the future to transform services.

Tier 4 and 5 leadership structure proposal

Tier 3 leaders are those roles that report directly to the National Director, Service Improvement & Innovation. These include:

- Chief Advisor - Māori;
- Director Evidence, Research and Clinical Trials;
- Director Health Analytics and Insights;
- Director Consumer Engagement and Whānau Voice;
- Director 3I: Integration, Improvement and Innovation;
- Director Equity;
- Director Population Health Gain;
- Director Operations; and
- Executive Assistant to the National Director, Service Improvement and Innovation.

Tier 4 and 5 leadership structure proposal cont.

This proposal outlines the Tier 4 and 5 roles and structure. These roles will support the delivery of all SI&I services and accountabilities. Tier 4 roles report directly to the Tier 3 roles and Tier 5 roles report directly to Tier 4 roles.

We have proposed 27 roles at Tier 4 and 66 roles at Tier 5. Tier 4 roles work nationally or regionally depending on the needs of services and geographical coverage.

As members of the Service Improvement and Innovation Senior Teams, these roles and their teams will work collaboratively to balance national, regional and local improvement and innovation. We will use knowledge and cross agency relationships at national, regional and local levels to identify and problem-solve issues.

Under the new proposed structure, teams within Service Improvement and Innovation will work together across a continuum of improvement and focus on continually improving services across the motu. This involves horizon scanning both nationally and internationally as well as the synthesis of evidence. The voice of whānau and consumers will be at the forefront, telling us what matters most to them.

The Business Unit will work in a joined-up way as shown by Figure 1.

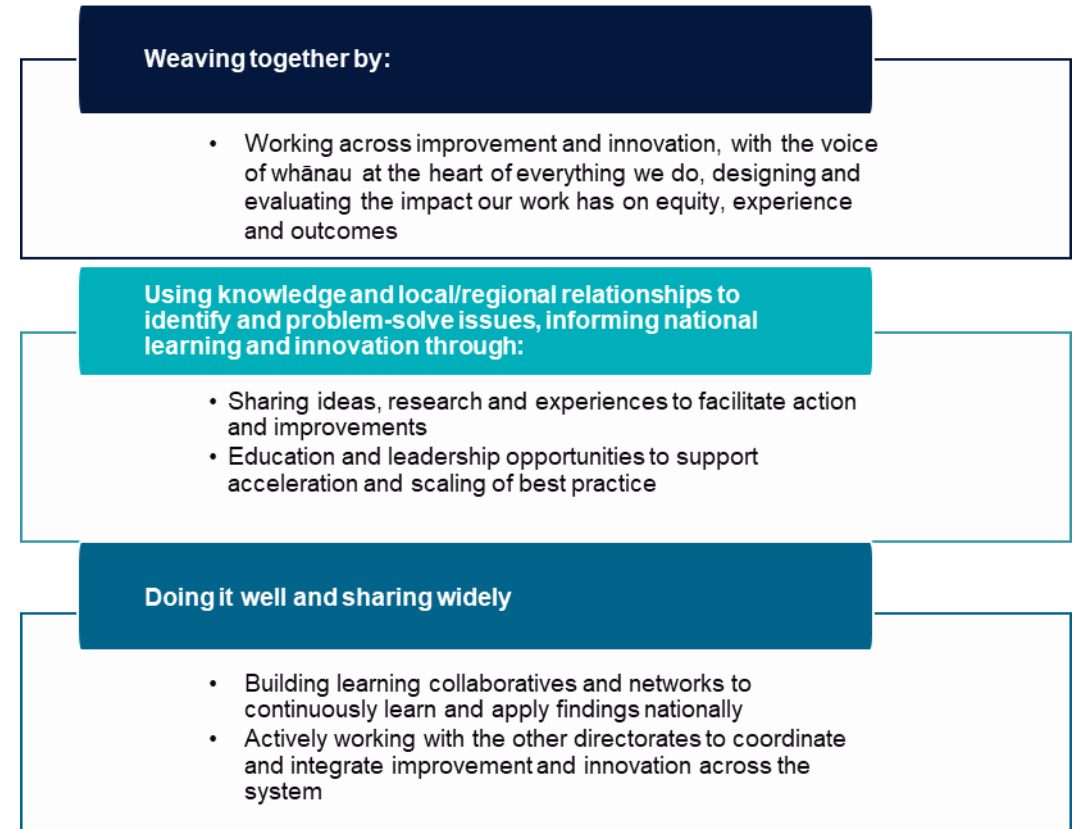


Figure 1: How Service Improvement and Innovation will work in a joined up way

SECTION 3: 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 1 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 4: Impact of Proposal – existing positions

In creating the new roles detailed in Appendix 1, we are proposing to disestablish a number of positions from within the existing districts and ex shared services teams. A list of these positions is provided in Appendix 2. We would like to reinforce that these are proposals and that no final decisions have been made. We will continue to work with each significantly affected individual to ensure that they have the necessary support during the change process.

A list of roles for those whose reporting line would remain within the SI&I Business Unit, but would change, can be found in Appendix 2.

It is also evident that there are a wide range of individual roles and whole teams that currently sit within and report to the leaders of our existing district and ex shared services SI&I teams that are better aligned to other Business Units within Te Whatu Ora. Each of these Business Units will be going through their own change proposals and it is recommended that those individuals and teams take the opportunity to read the change proposals for those Business Units when they become available. Whilst it has been challenging to establish a definitive list of the individual roles and teams that this relates to, a list is provided in Appendix 2.

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

The following definitions are used in Appendix 2 to describe the different scale of impacts:

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

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

SECTION 5: Proposed disestablishment, recruitment and selection processes

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

Career Transition Service

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

The Career Transition team will:

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

Disestablishment process

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

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

Retraining

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

Recruitment and selection processes

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

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

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

Terms and conditions of redeployment into new IEA roles

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

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

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

SECTION 6: Getting involved – using the ‘What Say You’ tool to provide feedback

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

Please consider:

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

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

Individuals who are more broadly impacted (e.g. a proposed change of line manager) will receive a letter only. At that point the discussion 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 discussion 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 discussion 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.

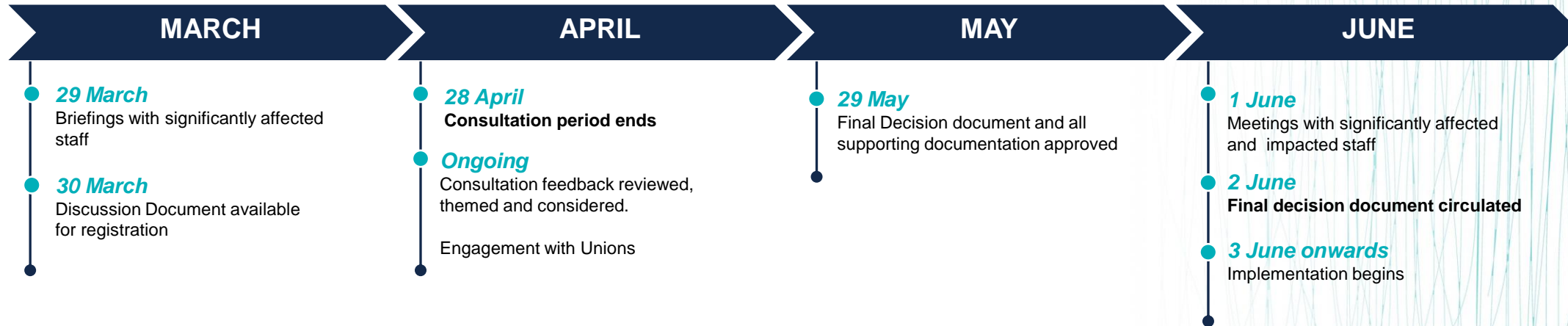
During the consultation period further webinars and Q&A sessions will be run so that individuals can be provided with more information, ask questions and raise issues and concerns around the content of the Discussion Document.

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 7: Indicative Timeframe



SECTION 8: Support and well-being

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

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

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

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

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

Career Transition Centre

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.

Appendix 1: Proposed new positions

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

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|---|--|---|
| Consumer Engagement and Whānau Voice | | | | | |
| GM Communities | 4 | 1 | Provide leadership and strategic direction for development and implementation of engagement with communities, with particular emphasis on priority communities; including carers and whānau and working with Te Aka Whai Ora. | <ul style="list-style-type: none"> • Provide advice and expertise across Te Whatu Ora on engaging with carers, communities and whānau • Development and implementation of policies and systems that engage with rainbow, disability, Asian and ethnic communities • Support Te Pae Tata and other future deliverables that may be developed: for Whaikaha Disabled People platform; Ethnic Communities platform; Rainbow community platform • Contribute to capability programmes that build a platform to include diverse voices as outlines in Te Pae Tata and from other future deliverables • Oversee development of performance monitoring and reporting systems that provide a consumer and whānau view of health services | Director Consumer Engagement and Whānau Voice |
| GM Consumer and Whānau Capability | 4 | 1 | Provide leadership and strategic direction for development and implementation of engagement with consumers and whānau working with Te Aka Whai Ora including a unified communication platform for sharing health information. | <ul style="list-style-type: none"> • Provide oversight of and develop policies, processes, resources and capability to give effect to Code of Expectations (partnering with HQSC) • Support Te Pae Tata and other future deliverables that may be developed such as the Pacific engagement framework • Link strongly with teams and processes associated with quality, risk and clinical governance • Lead implementation of capability programmes that build a platform to include diverse voices as outlined in Te Pae Tata and from other future deliverables • Provide oversight of engagement across the regions to reduce duplication and ensure diverse and wide consumer voice is captured • Share insights with national and regional colleagues across enabling and delivery teams | Director Consumer Engagement and Whānau Voice |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|----------------------------|------------|-----|---|--|--|
| GM Asian and Ethnic Health | 4 | 1 | Lead strategic direction for development and implementation of engagement with Asian and Ethnic communities, carers and families nationally, regionally, locally. | <ul style="list-style-type: none"> • Lead development and implementation of - a unified communication platform for sharing health information - programmes to build capability to engage with Asian and Ethnic communities, carers and families • Facilitate health innovation and digitalisation of system and processes including Asian Telehealth • Lead utilisation of Asian Health Needs Assessment information to inform strategic planning and decision making • Responsibility for management, performance and operation of Asian Health Services focused on improvement in health outcomes for Asian and Ethnic people; Delivers on the Asian, MELAA and Ethnic Health Chapter Action Plan for service improvement and ensuring alignment with Te Pae Tata and other future deliverables that may be developed priorities including development of a national Ethnic Health Line and co-design a national health Interpreting Service | Director Consumer Engagement, Whānau Voice |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|---|---|----------------------------|
| Manager Asian and Ethnic Health Services | 5 | 1 | Provide leadership and strategic direction for development and implementation of engagement with Asian and Ethnic communities, carers and families nationally, regionally, locally. | <ul style="list-style-type: none"> Facilitate development and implementation of: <ul style="list-style-type: none"> a unified communication platform for sharing health information programmes to build capability to engage with Asian and Ethnic communities, carers and families Manage translation and interpreter services for Asian and Ethnic Communities | GM Asian and Ethnic Health |
| Manager Asian and Ethnic Mental Health Services | 5 | 1 | Provide leadership and strategic direction for development and implementation of engagement with Asian and Ethnic communities, carers and families nationally, regionally, locally in relation to mental health | <ul style="list-style-type: none"> Facilitate development and implementation of Asian and Ethnic Mental Health frameworks and strategy | GM Asian and Ethnic Health |
| National Lead Rainbow Communities | 5 | 1 | Lead implementation of systems that build engagement with the Rainbow community as per Te Pae Tata and other future deliverables nationally, regionally and locally. | <ul style="list-style-type: none"> Develop and maintain networks with rainbow communities Lead SI&I's engagement with rainbow communities and programmes that build capability to engage with members of rainbow communities and ensuring alignment with Te Pae Tata and other future deliverables Provide advice and expertise across Te Whatu Ora on engaging with rainbow communities | GM Communities |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|--|-----------------------------------|
| Manager PREMs, PROMs and Insights | 5 | 1 | Provide leadership and strategic direction for development and implementation of frameworks that underpin engagement with consumers and whānau. | <ul style="list-style-type: none"> Contribute to outcomes frameworks and assessment of progress being made towards Te Pae Tata and other future relevant deliverables that may be developed that also capture feedback and complaints data (integrated with incident, adverse events etc. systems) Partner with HQSC, including PREMs and PROMs development programme Develop and/or commission other tools and approaches e.g.: crowd sourcing platform and pulse/rapid surveys) that work for all especially Māori, Pacific, disabled people and other priority populations, with Te Aka Whai Ora and others Implement reporting systems that provide a consumer and whānau view of health services for Te Whatu Ora | GM Communities |
| National Manager Engagement and Capability | 5 | 1 | Lead implementation of capability programmes that build a platform to include diverse voices as outlined in Te Pae Tata and from other future deliverables. | <ul style="list-style-type: none"> Develop a training/capability building plan for Te Whatu Ora staff Facilitate (in partnership with HQSC and others) access to training Develop guidance and resources (in partnership with HQSC, HDC and others) Contribute advice and expertise on how to engage with different groups and best practice Provide oversight of engagement across the regions to reduce duplication and ensure diverse and wide consumer voice is captured Share insights with national and regional colleagues across enabling and delivery teams | GM Consumer and Whānau Capability |
| Regional Manager Consumer Engagement and Whānau Voice Northern | 5 | 1 | Establish regional systems to capture consumer and whānau voices with colleagues in Te Whatu Ora and Te Aka Whai Ora, NGOs and organisations representing priority populations. | <ul style="list-style-type: none"> Partnering with HSS, Commissioning, SI&I and NPHS regionally to ensure the voices of consumers and whānau are part of service planning and evaluation Providing oversight of engagement and data across the region to reduce duplication and ensure diverse and wide consumer voice is captured Share insights with national and regional colleagues Facilitate building of capability | GM Consumer and Whānau Capability |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|---|-----------------------------------|
| Regional Manager Consumer Engagement and Whānau Voice Te Manawa Taki | 5 | 1 | Establish regional systems to capture consumer and whānau voices with colleagues in Te Whatu Ora and Te Aka Whai Ora, NGOs and organisations representing priority populations. | • Partnering with HSS, Commissioning, SI&I and NPHS regionally to ensure the voices of consumers and whānau are part of service planning and evaluation | GM Consumer and Whānau Capability |
| | | | | • Providing oversight of engagement and data across the region to reduce duplication and ensure diverse and wide consumer voice is captured | |
| | | | | • Share insights with national and regional colleagues | |
| | | | | • Facilitate building of capability | |
| Regional Manager Consumer Engagement and Whānau Voice Central | 5 | 1 | Establish regional systems to capture consumer and whānau voices with colleagues in Te Whatu Ora and Te Aka Whai Ora, NGOs and organisations representing priority populations. | • Partnering with HSS, Commissioning, SI&I and NPHS regionally to ensure the voices of consumers and whānau are part of service planning and evaluation | GM Consumer and Whānau Capability |
| | | | | • Providing oversight of engagement and data across the region to reduce duplication and ensure diverse and wide consumer voice is captured | |
| | | | | • Share insights with national and regional colleagues | |
| | | | | • Facilitate building of capability | |
| Regional Manager Consumer Engagement and Whānau Voice Te Waipounamu | 5 | 1 | Establish regional systems to capture consumer and whānau voices with colleagues in Te Whatu Ora and Te Aka Whai Ora, NGOs and organisations representing priority populations. | • Partnering with HSS, Commissioning, SI&I and NPHS regionally to ensure the voices of consumers and whānau are part of service planning and evaluation | GM Consumer and Whānau Capability |
| | | | | • Providing oversight of engagement and data across the region to reduce duplication and ensure diverse and wide consumer voice is captured | |
| | | | | • Share insights with national and regional colleagues | |
| | | | | • Facilitate building of capability | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|---|--|---|
| Manager CALD | 5 | 1 | Lead implementation of CALD capability programmes that build a platform to engage voices from the CALD communities. | • Develop a training/capability building plan for Te Whatu Ora staff | GM Consumer and Whānau Capability |
| | | | | • Facilitate (in partnership with HQSC) access to training | |
| | | | | • Develop guidance and resources (in partnership with HQSC and HDC) | |
| | | | | • Provide advice and expertise on how to engage with different groups and best practice | |
| Evidence, Research and Clinical Trials | | | | | |
| GM Knowledge Management | 4 | 1 | Provides strategic direction and leadership over the development and implementation of national knowledge and health information management resources and support to provide high quality access to evidence and knowledge across the motu. | • Leading effective management and optimisation of resources to provide equitable access to knowledge supporting service/staff across the whole health sector including access for providers outside Te Whatu Ora such as primary and community care organisations | Director Evidence, Research and Clinical Trials |
| | | | | • Creating a nationwide knowledge and health information model | |
| GM National Research Office | 4 | 1 | Provides strategic direction and leadership over embedding research as a priority within Te Whatu Ora and ensuring research carried out within Te Whatu Ora is compliant with best practice for Aotearoa NZ. | • Developing a plan to implement the Enhancing Aotearoa NZ Clinical Trials recommendations in collaboration with Manatū Hauora and Te Aka Whai Ora | Director Evidence, Research and Clinical Trials |
| | | | | • Developing consumer and whānau engagement in research | |
| | | | | • Increasing the priority of research within Te Whatu Ora | |
| GM Health Services Research and Evaluation | 4 | 1 | Provides strategic direction and leadership over the development and implementation of health services research and evaluation. | • Building health services research and evaluation capability within Te Whatu Ora | Director Evidence, Research and Clinical Trials |
| | | | | • Providing tools and support for high-quality evaluation of Te Whatu Ora initiatives and service changes, particularly with respect to equity in access and outcomes | |
| | | | | • Working in close collaboration with the GM Māori Research and GM Pacific Research | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|----------------------------------|------------|-----|---|---|---|
| GM Māori Research | 4 | 1 | Provides strategic direction and leadership across the team to support the implementation of Te Tiriti principles and equity for Māori in all research, evaluation, dissemination and the translation of evidence into improved health outcomes for Māori. Works with Te Aka Whai Ora to ensure alignment with the direction they are setting for hauora Māori. | • Supporting Te Aka Whai Ora to develop strategic direction and co-governance of Māori health research in Te Whatu Ora | Director Evidence, Research and Clinical Trials |
| | | | | • Supporting the function to implement Te Tiriti principles and equity for Māori | |
| | | | | • Working with Te Aka Whai Ora to support Māori and Iwi engagement in research and translation of research into practice for the benefit of Māori communities | |
| | | | | • Building the Māori research workforce, including in health services research and evaluation, and support for kaupapa Māori research within Te Whatu Ora | |
| Manager Pacific Research | 5 | 1 | Responsible for national leadership and collaboration with the Pacific Business Unit to ensure Pacific engagement in research and enhance Pacific-led research. | • Working with the GM Health Services Research and Evaluation to support high quality evaluation of Te Whatu Ora initiatives and service changes with respect to equity for Māori | GM National Research Office |
| | | | | • Supporting engagement with Pacific and the Pacific Business Unit across the Evidence, Research and Clinical Trials team | |
| | | | | • Supporting the development of the Pacific research workforce, including in health services research and evaluation | |
| | | | | • Translating research into improved health outcomes for Pacific people | |
| Manager National Clinical Trials | 5 | 1 | Responsible for the leadership and implementation planning of the Enhancing Aotearoa NZ Clinical Trials recommendations and the ongoing management of clinical trials, particularly focused on commercial and multinational trials. | • Working with the GM National Research Office to support high quality evaluation of Te Whatu Ora initiatives and service changes with respect to equity for Pacific | GM National Research Office |
| | | | | • Providing national oversight, negotiation and contracting, budgeting and reporting services for commercial and international clinical trials | |
| | | | | • Planning and allocating resources and supplies | |
| | | | | • Preparing annual budget proposals and managing contract management processes | |
| | | | | • Ensuring clinical trials meet best practice and Aotearoa NZ priorities and principles, providing benefits to our population | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|--|--|-----------------------------|
| Manager Coordinating Centre Northern, Te Manawa Taki, Central or Te Wai Pounamu | 5 | 4 | Responsible for the regional co-ordination of research management and support processes. | • Managing research management processes across the region alongside local approvals and support services | GM National Research Office |
| | | | | • Pooling resources to support smaller districts/areas with less capacity | |
| | | | | • Co-ordination and processes for engagement of consumers and whānau, Māori and Pacific in research in the region | |
| Operations | | | | | |
| Programme Manager, Establishment | 4 | 1 | Provide oversight of the transformation and change programme of work. | • Moving the operating model forward at pace ensuring appropriate interface with other Business Units (fixed term role) | Director Operations |
| GM Business and Commercial | 4 | 1 | Lead the business planning and budgeting process, and provide leadership and direction for commercial (non-procurement) contract management, and strategic advice to the Business Unit on business case development. | • Ensuring statutory reporting is met | Director Operations |
| | | | | • Connecting with Finance business partners to ensure budget reconciliation across the Business Unit, at the right time | |
| | | | | • Leading commercial (non-procurement) contract management processes | |
| | | | | • Advising on strategic business planning and development | |
| GM Project Management Office | 4 | 1 | Provide the oversight, integration and reporting on all programmes and projects of work that are underway across the Business Unit. We anticipate this role will manage a significant number of programmes and projects. | • Managing the allocation of project management resources across the Service Improvement & Innovation Business Unit programmes of work | Director Operations |
| | | | | • Standardising project management processes across the organisation with consistency of project risk management, reporting, benefit mapping and project closure processes | |
| | | | | • Overseeing the implementation of project management reporting processes | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|---|----------------------------------|
| Ministerial Advisor to Director Operations | 4 | 1 | Provide high quality information, support and advice to the Minister of Health and Associate Health Ministers. | Preparing SI&I responses to written and oral parliamentary questions, Official Information Act requests | Director Operations |
| Project Manager, Establishment | 5 | 1 | Ensure facilitation of the assigned project deliverables within the programme of work to establish the Service Improvement and Innovation Group and the operating model. | • Ensuring operation plans are delivered within scope, time and budget | Programme Manager, Establishment |
| | | | | • Supporting the transformation and change programme of work | |
| | | | | | |
| Commercial Manager | 5 | 1 | Manage and monitor commercial contracts across the SI&I Business Unit. | Ensuring approach is consistent with Te Whatu Ora contracting. Connecting and working with legal team on contract documentation | GM Business and Commercial |
| Planning Manager | 5 | 1 | Work directly with the streams of work across Service Improvement and Innovation to develop, monitor and report progress on team and Service Improvement and Innovation annual plans. | • Ensuring delivery against business deliverables and overall performance against Te Pae Tata and other related KPIs | GM Business and Commercial |
| Performance Reporting Manager | 5 | 1 | Oversee SI&I Business Unit's reporting process. | • Building reports, managing reporting cycles and providing sound judgements | GM Business and Commercial |
| | | | | • Advising the GM Operations on issues/risks and options | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|---|---|------------------------------|
| Workflow Coordinator/Personal Assistant | 5 | 3 | Provide business and administration support. | • Coordinating the day-to-day administrative business for Tier 3 leaders | GM Business and Commercial |
| | | | | • Ensuring teams are enabled with virtual technologies including access to SharePoint folders | |
| | | | | • Collating and distributing papers | |
| | | | | • Maintaining document management and naming convention pathways | |
| | | | | • Minute-taking and agenda setting | |
| PMO Risk and Assurance Manager | 5 | 1 | Provide risk and assurance advice and framework for identifying risks to success. Input to programmes of work within the Business Unit to ensure project risks and treatment strategies are defined and currency of RAG status. | • Working with project teams to understand and diagnose risks (uncertain event or sets of events that should it occur will have an effect on the achievement of the project milestones) | GM Project Management Office |
| | | | | • Building portfolio assurance and movement through project/programme milestones | |
| | | | | • Building capability in identifying risks | |
| PMO Value and Benefits Lead | 5 | 1 | Oversee the management of resource utilisation within projects and programmes of work to ensure outcome benefits are clear in programmes and projects. | • Ensuring outcome benefits clearly defined in projects and incorporate the 5 system shifts for Te Pae Tata | GM Project Management Office |
| | | | | • Applying lean and agile principles to project development and implementation plans | |
| | | | | • Monitoring benefits realisation | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|--|--|------------------------------------|
| Population Health Gain | | | | | |
| GM National Population Health Gain | 4 | 1 | Provides strategic direction and leadership for the Population Health Gain function. | <ul style="list-style-type: none"> Plan, design and implement function work programmes in accordance with evidence, intelligence and the Organisation's Te Tiriti and equity strategies Work closely with other regions to form a cohesive national team Maintain a high level of understanding and awareness of the needs for the region through the use of data, evidence, community intelligence and relationships Identify Population Health Gain opportunities in the Region for potential national relevance Provide people leadership for function staff, ensuring all business best practice, policies and procedures are well known and implemented Provide procurement and contract management oversight for function's programmes in the Region | Director Population Health Gain |
| Clinical Team Lead Population Health Gain | 5 | 1 | Provide people leadership for function's clinical staff. | <ul style="list-style-type: none"> Provide clinical governance and professional oversight for function's clinical staff, including CME and sabbatical management Support the Regional GM in contributing to the function's work programme regionally and nationally Ensure all business best practice, policies and procedures are well known and implemented | GM National Population Health Gain |
| Technical Team Lead Population Health Gain | 5 | 1 | Provide people leadership for function's technical staff. | <ul style="list-style-type: none"> Manage the workload and prioritisation for function's technical staff (analysts, economists and other non-clinical staff), including leave management and training Support the Regional GM in contributing to the function's work programme Ensure all business best practice, policies and procedures are well known and implemented | GM National Population Health Gain |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|--|--|
| Technical Team Lead Population Health Gain | 5 | 1 | Provide people leadership for function's technical staff. | • Manage the workload and prioritisation for function's technical staff (analysts, economists and other non-clinical staff), including leave management and training | GM National Population Health Gain |
| | | | | • Support the Regional GM in contributing to the function's work programme | |
| | | | | • Ensure all business best practice, policies and procedures are well known and implemented | |
| Team Lead Population Health Programmes | 5 | 1 | Provide people leadership for function's programme staff. | • Manage the workload and prioritisation for function's programme staff in the, including leave management and training | GM National Population Health Gain |
| | | | | • Ensure all business best practice, policies and procedures are well known and implemented | |
| | | | | • Provide procurement and contract management expertise to manage function's programmes in the Region | |
| | | | | • Provide a platform for innovation and prototyping, developing evidence and insights for cross-sector population health programmes | |
| Health Analytics and Insights | | | | | |
| GM Regional Health Analytics and Insights [Northern, Te Manawa Taki, Central or Te Waipounamu] | 4 | 4 | Provide leadership and advisory on data science methods to Te Whatu Ora Business Units and Analyst teams. | • Supporting hospital operations, planned care, whole of system acute flow | Director Health Analytics and Insights |
| | | | | • Developing predictive/AI algorithms for all Business Units | |
| | | | | • Advising all Business Unit Analyst teams on data science methodology, consistency and data standards | |
| | | | | • Supporting service improvement programmes across whole of system (hospital, primary and community care) | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|---|---|---|
| GM National Health Analytics and Insights | 4 | 1 | Provide analysis over national datasets for Commissioning, Hospital and Specialist Services and Te Aka Whai Ora and AI development of risk, utilisation and outcome algorithms using national data sources. | <ul style="list-style-type: none"> Developing prediction of hospital occupancy, admission risk, risk of CKD progression Advising all Business Unit Analyst teams on data science methodology, consistency and data standards | Director Health Analytics and Insights |
| Delivery Support Manager | 5 | 1 | Lead and oversee Health Analytics and Insights work programme including communications, co-ordination and relationship management across Te Whatu Ora Business Units. | <ul style="list-style-type: none"> Communicating priorities and ensuring all programme of work deliverables and outcomes are met Communicating, co-ordination and relationship management across Business Units, including support programme for peer review / learning networks Training and support programme for users and development of UX guidelines Sharing learnings and best practice to reduce duplication and providing help where there are capability gaps | GM National Health Analytics and Insights |
| National Programmes Manager | 5 | 1 | Provide real time overview of Health Analytics and Insights work programme including communications, co-ordination and relationship management across Te Whatu Ora Business Units. | <ul style="list-style-type: none"> Relationship management across Te Whatu Ora Business Units Relationship management with Data Services team of Data and Digital Project management of analytics initiatives, e.g. dashboard development, AI development and implementation Data literacy programme development and roll-out Training in self-service usage, interpretation of analytics Documentation related to analytics Management of distribution pipeline, including onboarding processes | GM National Health Analytics and Insights |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|--|--|
| Commissioning Intelligence Manager | 5 | 1 | Provide real time overview of Health Analytics and Insights work programme including communications, co-ordination and relationship management for Commissioning. | • Relationship management Strategy, Planning and Performance | GM National Health Analytics and Insights |
| | | | | • Project management of analytics initiatives, e.g. dashboard development, AI development and implementation | |
| | | | | • Data literacy programme development and roll-out | |
| | | | | • Training in self-service usage, interpretation of analytics | |
| | | | | • Documentation related to analytics | |
| | | | | • Management of distribution pipeline, including onboarding processes | |
| Local Health Analytics and Insights Manager Northern | 5 | 4 | Management of local health analytics teams to deliver analysis and reporting to local services. | Providing data analytics and insights to local services | GM Regional Health Analytics and Insights - Northern |
| Local Health Analytics and Insights Manager Te Manawa Taki | 5 | 3 | Management of local health analytics teams to deliver analysis and reporting to local services. | Providing data analytics and insights to local services | GM Regional Health Analytics and Insights - Te Manawa Taki |
| Local Health Analytics and Insights Manager Central | 5 | 3 | Management of local health analytics teams to deliver analysis and reporting to local services. | Providing data analytics and insights to local services | GM Regional Health Analytics and Insights - Central |
| Local Health Analytics and Insights Manager Te Waipounamu | 5 | 3 | Management of local health analytics teams to deliver analysis and reporting to local services. | Providing data analytics and insights to local services | GM Regional Health Analytics and Insights - Te Waipounamu |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|--|---|---|
| 3I Integration, Improvement and Innovation | | | | | |
| GM Integration, Improvement and Innovation [Northern, Te Manawa Taki, Central or Te Waipounamu] | 4 | 4 | Collaborate and partner with national, regional and local leaders to join up quality integration, improvement and innovation initiatives to create an organisational approach for integration, improvement and innovation programmes and projects. | <ul style="list-style-type: none"> Improvement and innovation programmes and projects Contributes to strategic, service/regional integration, improvement and innovation plans and transformational change initiatives Works closely with delivery and clinical leadership teams to ensure that clinical service integration, improvement and innovation strategies are evidence-based and align with best practice clinical and quality guidelines Supports tāngata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care Ensures a collaborative approach is taken with the Te Aka Whai Ora and Pacific Health leads to identify opportunities for service integration, improvement and innovation which will have a positive equity impact Gains broad organisational and stakeholder buy in to integration, improvement and innovation programmes, to support their successful establishment and embedding Contributes to development of a network of healthcare leaders engaged in care redesign and enhanced care management to create an effective community of care redesign and continuous improvement | Director 3I Integration, Improvement and Innovation |
| GM National Innovation | 4 | 1 | Leads the design and development of a national strategic innovation programme (Leapfrog programme) in partnership with the National Director of Data and Digital and Te Aka Whai Ora. | <ul style="list-style-type: none"> Leads the design and implementation of an artificial intelligence (AI) strategy and AI programme with the SI&I Director of Analytics and the National Director of Data and Digital Supports the development and implementation of an innovation pipeline and system for identifying, prioritising and supporting the testing and scaling of innovative technologies and solutions Identifies and develops strategic alliances and partnerships with external organisations to support integration, innovation and optimal digital experience | Director 3I Integration, Improvement and Innovation |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|--|--|---|
| GM Training and Development | | 1 | Identifies, engages and develops integration, improvement and innovation leaders and supports their professional development through participation in integration, improvement and innovation programmes and activities. | <ul style="list-style-type: none"> Works with professional leaders and clinicians to support the development of healthcare leaders with skills and expertise in care redesign, continuous quality improvement and innovation through internships, research opportunities, and project-based learning Develops and co-ordinates health integration, improvement and innovation leadership training and development programmes and academies with experiential learning, including a Fellows Programme, Summer Students and Interns Programmes, Clinical Digital Academy, Sabbaticals Develops and sustains strategic alliances and partnerships with academic institutions and external organisations to build leadership capability in care redesign, innovation, clinical leadership and continuous quality improvement Facilitates the development and support of networks of improvement and innovation leaders engaged in care redesign, improvement and innovation across the organisation Undertakes continuous horizon scanning to inform the development of improvement and innovation leadership training, development and support | Director 3I Integration, Improvement and Innovation |
| Systems Improvement and Service Optimisation Team Leader - Northern, Te Manawa Taki, Central or Te Waipounamu | 5 | 4 | Deliver, monitor and evaluate a portfolio of national, regional and local improvement and innovation projects to improve equity of access and outcomes, improve consumer and whānau experience, reduce unwarranted variation, improve quality and safety and advance sustainability. | <ul style="list-style-type: none"> Leads and coaches multidisciplinary teams designing and developing new models of care, empowering teams with tools for decision-making, rapid change, team work and continuous improvement Leads and provides project management and quality improvement capability, including ensuring work is data enabled and executed using work planning tools and methods Assists in the development of systems to identify, prioritise and allocate appropriate 3I team resources and support for integration, improvement and innovation projects and programmes Provides teams involved in improvement and innovation with education, technical expertise and with tools for decision-making, rapid change, team work and continuous improvement | GM Integration, Improvement and Innovation [Northern, Te Manawa Taki, Central or Te Waipounamu] |
| 3I - Integration, Improvement and Innovation Capability and Leadership Lead [Northern, Te Manawa Taki, Central or Te Waipounamu] | 5 | 4 | Lead regional integration, improvement and innovation programmes, academic and pathways development and implementation. | <ul style="list-style-type: none"> Oversee the management of processes, resources and co-ordination of projects to ensure the effective implementation and operation of improvement and innovation programmes Work with professional leaders to build improvement capability including the design of training programmes, coaching, peer supervision and development of learning environments/programmes | GM Integration, Improvement and Innovation [Northern, Te Manawa Taki, Central or Te Waipounamu] |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|---|------------|-----|--|--|-----------------------------|
| National Integration, Improvement and Innovation Design Manager | 5 | 1 | Leads the development and implementation of a design in improvement and innovation programme. | • Provides a structured, design-thinking approach to test and iterate solutions with all stakeholders to surface barriers and enablers | GM National Innovation |
| | | | | • Catalyses and transforms ideas into outcomes enabled by design in diverse areas of health including spatial design, medical technologies, new treatments and services | |
| | | | | • Supports collaboration with industry and start-ups to ensure their innovations are reflective of real-world need, and meet the requirements of accessibility, equity and sustainability in their solutions for the future | |
| | | | | • Matches ideas with creative problem solvers through partnerships in the healthcare system including faculty within research institutes, start-ups, communities and government | |
| | | | | • Supports the development and implementation of design and innovation training and education | |
| National AI Programme and Innovation Systems Manager | 5 | 1 | Leads the strategic establishment and management of an SI&I AI programme including AI governance, ethical review, research, testing and scaling of AI solutions. | • Works closely with the Health Analytics and Insights Data Science Lead and team supporting the planning, design, implementation and maintenance of tools for curation and manipulation of datasets as well as data analysis and standards for algorithm design | GM National Innovation |
| | | | | • Works with internal leaders to achieve AI project and support objectives, and collaborates with strategic vendor partners to achieve the most effective solutions for highly integrated and high performing solutions | |
| | | | | • Supports the development and execution of AI education and training and skills required for effective AI implementation | |
| | | | | • Works closely with staff and end users to ensure technologies and innovations supporting service redesign and improvement are embedded into practice and sustained | |
| Manager Reviews | 5 | 1 | Support the development and co-ordination of review systems and teams. | • Support the development and co-ordination of review systems and teams including reporting, panels, action plans and communication plans as appropriate | GM Training and Development |
| | | | | • Provide expertise in investigation methods and report writing | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|----------------------------------|------------|-----|---|---|-----------------|
| Equity | | | | | |
| GM Māori Health Pipeline | 4 | 1 | Provide strategic direction and Māori leadership of the Māori Health Pipeline programme of works. | <ul style="list-style-type: none"> Supporting the strategic and operational planning, people resourcing, financial and revenue management for the Māori Pipeline Oversight of all research contracts, service development projects for the Pipeline programme of work Oversight of all Pipeline research programme progress against milestones and meeting KPIs Scoping and development for new projects that Māori governance prioritises for Pipeline deployment | Director Equity |
| GM Pipeline Scientific Technical | 4 | 1 | Oversee the Pipeline specific analyst and research data management team, clinical leads and academic staff across the Pipeline projects to ensure accelerated project completion and dissemination. | <ul style="list-style-type: none"> Leading the data matching, analysis, reporting and monitoring of project data Linkage to the communications role to package up study data to support dissemination and lessons learned Completing or advising on appropriate documentation relating to data, scientific, technical and academic matters Overseeing appropriate staff role allocation across the Pipeline and career progression benchmarked to other research roles Supervising trainees e.g. registrars, house officers, interns | Director Equity |
| GM Equity Development | 4 | 1 | Provide leadership and support for the development of Te Whatu Ora's Equity framework(s), oversee and enable the scale up of Pipeline programmes and the scoping of new Pipeline work including the Pacific Pipeline. | <ul style="list-style-type: none"> Leading the development of Te Whatu Ora's equity framework through utilisation of data, insights and critical thinking to make sound decisions in collaboration with Te Aka Whai Ora Contributing to the achievement of Pae Ora and implementation of the five system shifts that underpin the transformation of the health system | Director Equity |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|------------------------------------|------------|-----|---|--|--------------------------|
| Manager Māori Engagement | 5 | 1 | Provide Māori Pipeline communications and lead participant and whānau engagement. | • Managing the Māori Health Pipeline Whānau Engagement coordinator team | GM Māori Health Pipeline |
| | | | | • Managing consumer activity for the Māori Health Pipeline | |
| | | | | • Developing Māori Health Pipeline specific research materials and dissemination approaches | |
| Manager Lung Cancer Screening Team | 5 | 1 | Provide operational oversight of Te Oranga Pukahukahu Lung Cancer Screening project. | • Managing the project deliverables in accordance with the research/project milestones | GM Māori Health Pipeline |
| | | | | • Managing project budget and resources | |
| Manager AAA Screening Team | 5 | 1 | Provide operational oversight of the AAA/AF Screening project. | • Managing the project deliverables in accordance with the research/project milestones | GM Māori Health Pipeline |
| | | | | • Managing project budget and resources | |
| Manager HPV Screening Team | 5 | 1 | Provide operational oversight of the HPV Self Testing project. | • Managing the project deliverables in accordance with the research/project milestones | GM Māori Health Pipeline |
| | | | | • Managing project budget and resources | |
| Manager Pacific Pipeline Programme | 5 | 1 | Provide strategic direction and Pacific leadership of the Pacific Health Pipeline programme of works. | • Supporting the strategic and operational planning, people resourcing, financial and revenue management for the Pacific Health Pipeline | GM Equity Development |
| | | | | • Oversight of all research contracts, service development projects for the Pipeline programme of work | |
| | | | | • Oversight of all Pipeline research programme progress against milestones and meeting KPIs | |
| | | | | • Supporting the scoping and development for new projects that the Pacific Senate prioritises for Pipeline deployment | |

Appendix 1: Proposed new positions

| Position Title | Tier Level | FTE | Core Purpose | Responsibilities | Reporting To |
|--|------------|-----|---|---|----------------------------------|
| Manager Scoping and Scale-Up | 5 | 1 | Oversee the translation from Pipeline research/project to scope and scale up nationalised pro-equity programmes and also undertake scoping for new projects. | <ul style="list-style-type: none"> Aiding national business and investment planning, stakeholder management, workforce development, IT scoping Reviewing business Pipeline and equity programme success factors, approaches, frameworks and quality assurance learnings to influence system improvement | GM Equity Development |
| Lead Equity Frameworks and Development | 5 | 1 | Manage equity programme planning, development and dissemination of equity frameworks and analysis, and sharing learnings from projects. | <ul style="list-style-type: none"> Working closely to co-ordinate with the communications lead, scientific and technical team and equity development lead Sharing and communicating Pipeline and broader equity programme success factors, approaches, frameworks and lessons learned for wider system influence across Te Whatu Ora Utilising learnings from Pipeline project quality and lessons learnt activities Planning work with extensive stakeholder involvement including the receiving Business Unit Developing clinical pathways, workforce capability, IT scoping and investment pathways | GM Equity Development |
| Manager Pipeline Analyst | 5 | 1 | Provide operational management for a team of Pipeline specific senior analysts, data management and technical staff. | <ul style="list-style-type: none"> Sharing and communicating operational business intelligence and insights for Pipeline planning | GM Pipeline Scientific Technical |
| Clinical and Academic Lead | 5 | 1 | Provide academic and clinical leadership and operational management of academic and clinical staff for Pipeline programmes (usually research funded roles), including professional development. | <ul style="list-style-type: none"> Leading and supporting the Pipeline clinical workforce Leading and supporting academic staff Providing input into equity programme planning and learnings from project activities | GM Pipeline Scientific Technical |

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

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

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

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

Appendix 2: Positions potentially significantly affected - disestablished

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**.

| District | FTE | Position Title | Currently Reports To |
|---|-----|---|--|
| Capital & Coast (Te Whatu Ora) | 1 | Improvement & Innovation Manager 2Dhb | National Director Improvement Innovation |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Portfolio Manager- Acute Flow | Group Manager Strategic Portfolios |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Director - Population Health | National Director Improvement Innovation |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Portfolio Manager Ambulatory Flow | Group Manager Strategic Portfolios |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Business Support Manager | Head Of Ko Awatea |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Portfolio Manager Service Improvement System Optimisation | Group Manager Strategic Portfolios |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Portfolio Manager Building Capability | Group Manager Strategic Portfolios |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Head Of Ko Awatea | National Director Improvement Innovation |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Group Manager Strategic Portfolios | Head Of Ko Awatea |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Executive Assistant | Director - Population Health |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Programme Manager Co-Design | Group Manager Strategic Portfolios |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Executive Assistant | Business Support Manager |
| Hauora a Toi Bay of Plenty (Te Whatu Ora) | 1 | Programme Manager | National Director Improvement Innovation |
| Health Share (Te Whatu Ora) | 1 | Project Manager - Cardiac Network | National Director Improvement Innovation |
| Health Share (Te Whatu Ora) | 1 | Manager - Pathways Of Care | National Director Improvement Innovation |
| TAS (Te Whatu Ora) | 1 | Analytics Manager | Director Operations |
| TAS (Te Whatu Ora) | 1 | Data Services Delivery Lead | Director Operations |
| Te Whatu Ora | 1 | Programme Manager | National Director Improvement Innovation |
| Waitaha Canterbury (Te Whatu Ora) | 1 | Analytics Manager | Manager Decision Support |
| Waitaha Canterbury (Te Whatu Ora) | 1 | Manager, Operational Improvement Team, Waitaha Canterbury And Te Tai Poutini West Coast | National Director Improvement Innovation |

| District | FTE | Position Title | Currently Reports To |
|--|-----|--|--|
| Waitaha Canterbury (Te Whatu Ora) | 1 | Manager (Business Intelligence) | Director Operations |
| Waitaha Canterbury (Te Whatu Ora) | 1 | Senior Manager Business Intelligence | Manager Strategy & Planning |
| Waitaha Canterbury (Te Whatu Ora) | 1 | Business Partnering | Manager Strategy & Planning |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Head Of I3 | National Director Improvement Innovation |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Head Of Analytics | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Director Health Outcomes | National Director Improvement Innovation |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Head Of Digital Transformation | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Delivery Manager Data & Digital | Head Of Analytics |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Operations Manager | National Director Improvement Innovation |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Programme Manager | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 0.8 | Business Manager | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Manager (I3 Operations) | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 0.7 | Programme Manager | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Director Research Based Clinical Knowledge | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 1 | Personal Assistant | Head Of I3 |
| Waitemata District Health Board (Te Whatu Ora) | 0.6 | Programme Manager | Director Research Based Clinical Knowledge |

Appendix 2: Positions potentially significantly affected - disestablished

It is proposed the following existing positions, that are currently **NOT** within the Service Improvement and Innovation Business Unit but have been identified to align with the Service Improvement and Innovation Business Unit will be significantly affected and due to the level of change, it is proposed these positions are **disestablished**.

| District | FTE | Position Title | Currently Reports To |
|------------------|-----|--------------------------------------|----------------------------------|
| Auckland | 1 | Insights & Enablement Manager | Acting Data & Analytics Director |
| Auckland | 1 | Acting Data & Analytics Director | Acting Chief Digital Officer |
| Auckland | 1 | Data & Intelligence Manager | Director Risk & Intelligence |
| Auckland | 1 | Acting Insights & Enablement Manager | Acting Data & Analytics Director |
| Auckland | 0.9 | Manager (Research & Innovation) | Director |
| Auckland | 0.9 | Manager Research Office | Chief Medical Officer |
| Counties Manukau | 1 | Advanced Analytics Manager | Health Intelligence Manager |

| District | FTE | Position Title | Currently Reports To |
|----------------------------|-----|-----------------------------------|-------------------------------------|
| Northland | 1 | Head Of Data & Analytics | Chief Medical Officer |
| Waitemata | 1 | Manager - Research & Knowledge | Hr Change Manager |
| HealthAlliance | 1 | Data And Analytics Manager | Northern Region Head Of Data |
| Waikato | 1 | Head Of Analytics | Director - Intelligence And Insight |
| Hauora a Toi Bay of Plenty | 1 | Manager (Information Services) | Chief Information Officer |
| Hauora a Toi Bay of Plenty | 1 | Manager (Clinical School) | Business Leader |
| Hauora a Toi Bay of Plenty | 0.9 | Business Leader | Head Of Clinical School |
| Capital and Coast | 0.8 | Chief Clinical Innovation Officer | Chief Digital Officer |
| Capital and Coast | 0.9 | Manager - Clinical Informatics | Chief Clinical Innovation Officer |
| Capital and Coast | 1 | Research Office Manager 2Dhb | Group Manager - Clinical Excellence |
| Nelson Marlborough | 1 | Manager - Data & Analytics | General Manager: Digital |

Appendix 2: Positions potentially Impacted

It is proposed the following positions that are currently in the Service Improvement and Innovation 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 | FTE | Position Title | Currently reports to | Proposed Impact |
|--|-----|---|---------------------------------------|---|
| Capital and Coast | 0.8 | Senior Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 0.8 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 0.9 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 0.6 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 0.8 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 1 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 1 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Capital and Coast | 0.4 | Improvement & Innovation Advisor | Improvement & Innovation Manager 2Dhb | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Strategic Programme Management | Group Manager Strategic Portfolios | Change of reporting line to Director, Operations Mapped to GM Project Management Office, Operations |
| Counties Manukau District Health Board | 1 | Improvement Advisor | Portfolio Manager- Acute Flow | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Improvement Advisor | Portfolio Manager- Acute Flow | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Senior Improvement Advisor | Portfolio Manager- Acute Flow | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Improvement Advisor | Portfolio Manager- Acute Flow | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Spmo Analyst | Strategic Programme Management | Change of reporting line to PMO Value & Benefits Lead role, Operations |
| Counties Manukau District Health Board | 1 | Value&Benefits Manager | Strategic Programme Management | Change of reporting line to GM Project Management Office Mapped to PMO Portfolio Values Benefits Lead role, Operations |
| Counties Manukau District Health Board | 1 | Strategic Portfolio Advisor | Strategic Programme Management | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Spmo Analyst | Strategic Programme Management | Change of reporting line to PMO Value & Benefits Lead role, Operations |
| Counties Manukau District Health Board | 1 | Risk & Assurance Manager | Strategic Programme Management | Change of reporting line to GM Project Management Office Mapped to PMO Risk & Assurance Manager role, Operations |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--|-----|--|---------------------------------------|--|
| Counties Manukau District Health Board | 0.5 | Public Health Physician | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Public Health Physician | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Health Analyst | Director Population Health | Change of function and line manager to Manager HAI Local - Northern, Health Analytics & Insights |
| Counties Manukau District Health Board | 0.8 | Public Health Physician | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Advisor Population Health-Secondary Care | Director Population Health | Change reporting line to Team Leader Population Health Programmes, Population Health Gain |
| Counties Manukau District Health Board | 1 | Project Co-Ordinator | Portfolio Manager Building Capability | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Referrals Co-Ordinator | Director Population Health | Change reporting line to Team Leader Population Health Programmes, Population Health Gain |
| Counties Manukau District Health Board | 1 | Improvement Advisor Co-Design | Portfolio Manager Building Capability | Change of reporting line to National 3I Design Manager, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Programme Support Officer | Director Population Health | Change of reporting line to Team Lead Population Health Programmes, Population Health Gain |
| Counties Manukau District Health Board | 0.7 | Registrar | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Public Health Physician | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Public Health Physician | Director Population Health | Change of Line Manager to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Asian Health Gain Advisor | Director Population Health | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Counties Manukau District Health Board | 1 | Manager, Population Health Programmes | Director - Population Health | Change of reporting line to GM National Population Health Gain Mapped to Team Lead Population Health Programmes, Population Health Gain |
| Counties Manukau District Health Board | 0.8 | Statistician | Director - Population Health | Change of reporting line to GM National Population Health Gain Mapped to Technical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Senior Medical Researcher | Director - Population Health | Change of reporting line to Clinical Team Lead Population Health Gain |
| Counties Manukau District Health Board | 1 | Improvement Advisor Co-Design | Programme Manager Co-Design | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Counties Manukau District Health Board | 1 | Library & Knowledge Services Manager | Head Of Ko Awatea | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Counties Manukau District Health Board | 1 | Research & Evaluation Manager | Head Of Ko Awatea | Change of reporting line to Manager - GM Health Services Research & Evaluation, Evidence, Research & Clinical Trials |
| Counties Manukau District Health Board | 1 | Improvement & Capability Lead | Portfolio Manager Building Capability | Change of reporting line to 3I Capability & Leadership Lead - Northern, 3I Integration, Improvement & Innovation |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---|-----|-------------------------------------|----------------------------|---|
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Business Support Co-Ordinator | Business Support Manager | Changed reporting line Systems Improvement & Service Optimisation Team Leader - Northern, 3I, Integration, Improvement & Innovation |
| Counties Manukau District Health Board (Te Whatu Ora) | 1 | Reporting & Engagement Manager | Business Support Manager | Changed reporting line Systems Improvement & Service Optimisation Team Leader - Northern, 3I, Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Project Manager | General Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Co-Ordinator | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.8 | Programme Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Co-Ordinator | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Co-Ordinator | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Programme Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.5 | Project Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.7 | Programme Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.4 | Analyst | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Co-Ordinator | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Change Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.9 | Change Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.9 | Programme Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 1 | Project Manager | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.8 | Co-Ordinator | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| Hauora a Toi Bay of Plenty | 0.4 | Clinical Leader | Programme Manager | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| HealthShare | 0.8 | Regional Healthpathways Coordinator | Manager - Pathways Of Care | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| HealthShare | 1 | Business Analyst | Manager - Pathways Of Care | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--------------------|-----|---|--|---|
| HealthShare | 1 | Process And Systems Improvement Support Analyst | Manager - Pathways Of Care | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| HealthShare | 1 | Process And Systems Improvement Coordinator | Manager - Pathways Of Care | change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| HealthShare | 1 | Project Manager | National Director Improvement Innovation | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Te Manawa Taki, 3I Integration, Improvement & Innovation |
| HealthShare | 0.9 | Data Scientist | Director Operations | Change of reporting line to - Local HAI Manager - Northern, Health Analytics & Insights |
| HealthShare | 1 | Senior Analyst | Director Operations | Change of reporting line to - Local HAI Manager - Northern, Health Analytics & Insights |
| Hutt Valley | 1 | Librarian | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Lakes | 0.8 | Library Manager | Service Manager Css / Dir Allied | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Midcentral | 1 | Librarian | Executive Director | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Nelson Marlborough | 0.5 | Librarian | Team Leader - L&Od | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Northland | 1 | Library Manager | Service Manager Support Services People & Capability | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| South Canterbury | 0.5 | Librarian Part-Time | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Southern | 1 | Library Manager | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Tairāwhiti | 1 | Learning Centre Manager | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Taranaki | 1 | Librarian | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| TAS | 0.9 | Senior Communications Advisor | Director Operations | Change of reporting line to GM InterRAI |
| TAS (Te Whatu Ora) | 1 | Senior Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 1 | Senior Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 1 | Principal Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 1 | Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 0.8 | Senior Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 1 | Principal Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| TAS (Te Whatu Ora) | 1 | Analyst | Analytics Manager | Change of Reporting line to National Programmes Manager, Health Analytics & Insights |
| Te Whatu Ora | 1 | Chief Advisor | National Director Improvement Innovation | Change of reporting line to Director of Operations, Operations |
| Te Whatu Ora | 1 | Lead Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Te Whatu Ora | 1 | Knowledge Broker | Business Support Manager | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Waikato | 1 | Library Manager | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Wairarapa | 0.5 | Librarian | Director Operations | Change of reporting line to GM Knowledge Management, Evidence, Research & Clinical Trials |
| Waitaha Canterbury | 1 | Business Partner | Senior Manager Business Intelligence Business Partnering | Change of reporting line to Local HAI Manager - Te Wai Pounamu, Health Analytics & Insights |
| Waitaha Canterbury | 1 | Business Partner | Senior Manager Business Intelligence Business Partnering | Change of reporting line to Local HAI Manager - Te Wai Pounamu, Health Analytics & Insights |
| Waitaha Canterbury | 1 | Business Partner | Senior Manager Business Intelligence Business Partnering | Change of reporting line to Local HAI Manager - Te Wai Pounamu, Health Analytics & Insights |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|-------------------------------|---|---|
| Waitaha Canterbury | 1 | Informatics Architect | Manager, Operational Improvement Team, Waitaha Canterbury And Te Tai Poutini West Coast | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Wai Pounamu, 3I Integration, Improvement & Innovation |
| Waitaha Canterbury | 1 | Lean Thinking Team Leader | Manager, Operational Improvement Team, Waitaha Canterbury And Te Tai Poutini West Coast | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Wai Pounamu, 3I Integration, Improvement & Innovation |
| Waitaha Canterbury | 1 | Production Engineering Leader | Change Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Wai Pounamu, 3I Integration, Improvement & Innovation |
| Waitaha Canterbury | 1 | Lean Thinking Coach | Manager, Operational Improvement Team, Waitaha Canterbury And Te Tai Poutini West Coast | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Wai Pounamu, 3I Integration, Improvement & Innovation |
| Waitaha Canterbury | 0.8 | Design Thinking Facilitator | Manager, Operational Improvement Team, Waitaha Canterbury And Te Tai Poutini West Coast | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Wai Pounamu, 3I Integration, Improvement & Innovation |
| Waitaha Canterbury | 0.6 | Innovation Architect | Change Manager | Change of Reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitemata District Health Board | 0.2 | Smo | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.8 | Senior Medical Officer | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 1 | Public Health Physician | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 1 | Smo | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.8 | Smo | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.6 | Dietitian | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.8 | Research Support | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.6 | Smo | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 0.4 | Research Assistant | Clinical Director Health Gain | Change of reporting line to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 1 | Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Lead Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Lead Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Data Scientist | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|-----------------------------------|--------------------------|--|
| Waitemata District Health Board | 1 | Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Information Analyst | Head Of Analytics | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Analyst | Manager | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Group Planning Manager | Director Health Outcomes | Change of reporting line to GM Pipeline Scientific & Technical Mapped to Pipeline Analyst, Equity |
| Waitemata District Health Board | 0.2 | Public Health Physician | Director Health Outcomes | Change of reporting line to Clinical & Academic Lead, Equity |
| Waitemata District Health Board | 0.8 | Programme Manager | Director Health Outcomes | Change of reporting line to Director Equity Mapped to GM Māori Pipeline role, Equity |
| Waitemata District Health Board | 0.6 | Research Nurse | Director Health Outcomes | Change of reporting line to Manager - Manager HPV Screening Team, Equity |
| Waitemata District Health Board | 1 | Innovation And Improvement Fellow | Programme Manager | Change of reporting line to 3I Capability & Leadership Lead - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Innovation And Improvement Fellow | Programme Manager | Change of reporting line to National 3I Design Manager, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Innovation And Improvement Fellow | Programme Manager | Change of reporting line to 3I Capability & Leadership Lead- Northern, Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Innovation And Improvement Fellow | Programme Manager | Change of reporting line to National 3I Design Manager, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.8 | Project Manager Professional | Programme Manager | Change of reporting line to National 3I Design Manager, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.5 | Innovation And Improvement Fellow | Programme Manager | Change of reporting line to National 3I Design Manager, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Admin Clerk Non-Clinical Team | Project Manager | Change of reporting line to Manager Māori Engagement, Equity |
| Waitemata District Health Board | 1 | Project Manager | Programme Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Telehealth Systems Co-Ordinator | Programme Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Project Manager Professional | Programme Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Programme Manager | Chief Advisor | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Fellow | Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Fellow | Manager | Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|--|----------------------|---|
| Waitemata District Health Board | 0.1 | Innovation And Improvement Renal Equity Lead | Director | Change of reporting line to System Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.3 | Innovation And Improvement - Staff Wellbeing | Director | Change of reporting line to 3I Capability & Leadership Lead - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.2 | Innovation And Improvement Clinical Lead Quality Improvement | Director | Change of reporting line to System Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.2 | Innovation And Improvement Medical Engineer | Director | Change of reporting line to System Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.8 | Innovation And Improvement Public Health Physician | Director | Change of reporting line to System Improvement & Service Optimisation Team Leader - Northern, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 0.7 | Innovation And Improvement Public Health Physician | Director | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Waitemata District Health Board | 1 | Innovation And Improvement Informatics Advisor | Director | Change of reporting line to National AI Programme and Innovation System Manager, 3I Integration Improvement & Innovation |
| Waitemata District Health Board | 1 | Manager E Cald | Director | Change of reporting line to GM Consumer & Whānau Capability Mapped to CALD Manager role, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.8 | Public Health Physician: Surgery And Ambulatory Services | Head Of I3 | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Waitemata District Health Board | 0.5 | Care Redesign Fellow | Head Of I3 | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Waitemata District Health Board | 0.7 | Public Health Physician: Medicine | Head Of I3 | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Northern, 3I Integration, Improvement & Innovation |
| Waitemata District Health Board | 1 | Specialty Nurse | Programme Manager | Change of reporting line to Clinical & Academic Lead, Equity |
| Waitemata District Health Board | 1 | Health Promotion Officer | Programme Manager | Change of reporting to Manager Māori Engagement, Equity |
| Waitemata District Health Board | 0.6 | Project Manager | Programme Manager | Change of reporting line to Clinical & Academic Lead, Equity |
| Waitemata District Health Board | 0.8 | Project Manager | Programme Manager | Change of reporting line to GM Māori Health Pipeline Mapped to Manager AAA Screening Team, Equity |
| Waitemata District Health Board | 1 | Project Manager | Programme Manager | Change of reporting line to GM Māori Health Pipeline, Mapped to Manager Lung Cancer Screening Team (Te Oranga Pukahukahu), Equity |
| Waitemata District Health Board | 1 | Communications Advisor | Programme Manager | Change of reporting to Manager Māori Communication & Engagement |
| Waitemata District Health Board | 1 | Project Coordinator | Programme Manager | Change of reporting to Manager Māori Engagement, Equity |
| Waitemata District Health Board | 0.5 | Project Coordinator | Programme Manager | Change of reporting to Manager Māori Engagement, Equity |
| Waitemata District Health Board | 0.2 | Coordinator Clinical Fix Term | Programme Manager | Change of Line Manager to Manager AAA Screening Team, Equity |
| Waitemata District Health Board | 1 | Admin Support | Programme Manager | Change of reporting line to GM Māori Health Pipeline, Equity |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|-------------------------------|--------------------------------|---|
| Waitemata District Health Board | 0.8 | Business Analyst Professional | Programme Manager | Change of Line Manager to Manager Pipeline Analyst, Equity |
| Waitemata District Health Board | 0.8 | Information Analyst | Head Of Digital Transformation | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.9 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.8 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.5 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.8 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.3 | Project Manager Professional | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.9 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|-------------------------------|--|---|
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.7 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Cultural Worker | Operations Manager | Change of reporting line to Manager Asian & Ethnic Mental Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 1 | Information Analyst | Lead Information Analyst | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 1 | Information Analyst | Lead Information Analyst | Change of reporting line to Local HAI Manager - Northern, Health Analytics & Insights |
| Waitemata District Health Board | 0.5 | Chief Advisor | National Director Improvement Innovation | Change of reporting line to Manager Asian & Ethnic Health Services, Consumer Engagement & Whānau Voice |
| Waitemata District Health Board | 0.8 | Clinical Director Health Gain | Director Health Outcomes | Mapped to Clinical Team Lead Population Health Gain |
| Waitemata District Health Board | 1 | Web Content Editor | Head Of Digital Transformation | Changed reporting line Systems Improvement & Service Optimisation Team Leader - Northern, 3I, Integration, Improvement & Innovation |
| Whanganui | 1 | Library Manager | Business Manager | Change of reporting line to - GM Knowledge Management, Evidence, Research & Clinical Trials |

It is proposed the following positions that are **NOT** currently in the Service Improvement and Innovation Business Unit but have been identified to align with the Service Improvement and Innovation 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 | FTE | Position Title | Currently reports to | Proposed Impact |
|----------|-----|-------------------------------|--------------------------------------|--|
| Auckland | 1 | Analyst | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 0.6 | Product Owner | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 0.8 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Analyst | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Data Story Teller | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|----------|-----|--------------------------------------|--------------------------------------|---|
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Analyst | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Analyst Professional | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Analyst | Acting Insights & Enablement Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Senior Business Intelligence Analyst | Data & Intelligence Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Senior Business Intelligence Analyst | Data & Intelligence Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Intelligence Analyst | Data & Intelligence Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Business Intelligence Analyst | Data & Intelligence Manager | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Data Scientist | Acting Data & Analytics Director | Move to Health Analytics & Research Reporting line change to Local HAI Manager Northern |
| Auckland | 1 | Programme Director | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Auckland | 1 | Programme Director | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Auckland | 0.8 | Programme Director | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Auckland | 1 | Programme Director | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Auckland | 0.9 | Manager | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|-------------------|-----|-----------------------------------|--|---|
| Auckland | 1 | Programme Director | Head Of Executive Services | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Auckland | 1 | Clinical Research Biostatistician | Manager | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 0.8 | Coordinator - Programme | Manager | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 0.4 | Research Officer | Manager | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 1 | Coordinator - Non-Clinical | Manager Research Office | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 1 | Analyst | Manager Research Office | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 1 | Research Officer | Manager Research Office | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 1 | Research Officer | Manager Research Office | Move to Research, Evaluation & Clinical Trials Reporting line change to Manager Coordinating Centre - Northern |
| Auckland | 1 | Consumer Experience Manager | Director Of Nursing-Quality, Safety&Risk | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement & Whānau Voice - Northern |
| Capital and Coast | 1 | Consumer Engagement Manager | Group Manager - Clinical Excellence | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement & Whānau Voice - Central |
| Capital and Coast | 0.2 | Programme Director | Group Manager - Clinical Excellence | Move to Evidence, Research & Clinical Trials Change of Reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.5 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.5 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.7 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.5 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.9 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.5 | Clinical Informatics Analyst | Manager - Clinical Informatics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Capital and Coast | 0.5 | Research Assistant | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |
| Capital and Coast | 0.5 | Regulatory Advisor | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|----------------------|-----|-------------------------------------|--|---|
| Capital and Coast | 0.3 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.5 | Charge Nurse Manager | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.5 | Quality Facilitator | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |
| Capital and Coast | 0.6 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.4 | Clinical Nurse Co-Ordinator | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.7 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.6 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.4 | Nurse Coordinator - Clinical Trials | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.4 | Regulatory Advisor | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |
| Capital and Coast | 0.5 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.1 | Senior Medical Officer | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.3 | Nurse Coordinator - Clinical Trials | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.8 | Clinical Nurse Specialist | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |
| Capital and Coast | 0.1 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.5 | Research Nurse | Research Office Manager 2Dhb | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Central |
| Capital and Coast | 0.4 | Clinical Leader - Research | Executive Director - Clinical Excellence | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager National Clinical Trials |
| Counties Manukau DHB | 1 | Service Delivery Manager | Programme Manager | Move to 3I, Integration, Innovation & Improvement Change of reporting line to System Improvement & Service Optimisation Team Lead - Northern |
| Counties Manukau DHB | 1 | Project Manager | Programme Manager | Move to 3I, Integration, Innovation & Improvement Change of reporting line to System Improvement & Service Optimisation Team Lead - Northern |
| Counties Manukau DHB | 0.5 | Clinical Lead | Programme Manager | Move to 3I, Integration, Innovation & Improvement Change of reporting line to System Improvement & Service Optimisation Team Lead - Northern |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--|-----|--------------------------------------|---|---|
| Counties Manukau District Health Board | 1 | Project Co-Ordinator | Portfolio Manager- Acute Flow | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Counties Manukau District Health Board | 1 | Improvement Advisor | Portfolio Manager- Acute Flow | Move to 3I Integration, Improvement & Innovation Change of reporting line to Systems improvement and Service Optimisation Team Leader - Northern |
| Counties Manukau District Health Board | 0.3 | Clinical Editor Healthpathways | Programme Manager | Move to 3I Integration, Improvement & Innovation Change of reporting line to - Systems Improvement & Service Optimisation Team Leader - Northern |
| Counties Manukau District Health Board | 1 | Patient Experience Lead | Chief Nurse & Dir Of Patient/Whanau Exp | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Northern |
| Counties Manukau District Health Board | 1 | Analyst Team Leader | Health Intelligence Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Senior Business Analyst | Health Intelligence Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Funder Portfolio Analyst | Health Intelligence Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Data Scientist | Advanced Analytics Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Senior Business Intelligence Analyst | Advanced Analytics Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Senior Business Intelligence Analyst | Advanced Analytics Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Counties Manukau District Health Board | 1 | Analyst | Health Gain Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Northern |
| Hauora a Toi Bay of Plenty | 1 | Team Leader | Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 1 | Analyst | Manager | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 1 | Research Manager | Head Of Clinical School | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.9 | Co-Ordinator | Business Leader | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.9 | Co-Ordinator | Business Leader | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 1 | Co-Ordinator | Business Leader | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.7 | Co-Ordinator | Business Leader | Move to Evidence, Research & Clinical Trials Change of reporting line to Manager coordinating centre - Te Manawa Taki |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|----------------------------|-----|--|------------------------------------|---|
| Hauora a Toi Bay of Plenty | 0.9 | Librarian | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge Management |
| Hauora a Toi Bay of Plenty | 1 | Librarian | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge Management |
| Hauora a Toi Bay of Plenty | 0.8 | Administration Support | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.8 | Librarian | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge Management |
| Hauora a Toi Bay of Plenty | 0.9 | Designer | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.5 | Project Manager | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.4 | Administration Support | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.6 | Designer | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 0.8 | Trainer | Manager | Move to Evidence, Research & Clinical Trials Change of reporting line to Manager coordinating centre - Te Manawa Taki |
| Hauora a Toi Bay of Plenty | 1 | Trainer | Manager | Move to Evidence, Research & Clinical Trials Change in Reporting line to Manager Coordinating Centre - Te Manawa Taki |
| Hawke's Bay | 1 | Business Intelligence Team Leader | Head Of Business Information | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Central |
| Hawke's Bay | 1 | Consumer And Whanau Feedback Lead | Patient Safety & Quality Manager | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Central |
| Hawke's Bay | 1 | Consumer And Whanau Feedback Lead | Patient Safety & Quality Manager | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Central |
| HealthAlliance | 0.5 | Business Intelligence Developer | Data And Analytics Manager | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Northern |
| HealthAlliance | 1 | Business Intelligence Developer | Data And Analytics Manager | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Northern |
| HealthAlliance | 1 | Senior Business Intelligence Developer | Data And Analytics Manager | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Northern |
| HealthAlliance | 1 | Business Intelligence Developer | Data And Analytics Manager | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Northern |
| HPA | 1 | Librarian | Manager Research & Insights | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge Management |
| Midcentral | 1 | Consumer Experience Lead | Director Of Quality And Innovation | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer and Whānau Voice - Central |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--------------------|-----|--------------------------------------|--|---|
| Midcentral | 1 | Quality And Service Improvement Lead | Director Of Quality And Innovation | Move to 3I, Integration, Improvement & Innovation Change of reporting line to systems Improvement & Optimisation Team Leader - Central |
| Midcentral | 1 | Team Leader Data Analytics | Deputy Chief Financial Officer | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Central |
| Midcentral | 0.2 | Clinical Editor / Nurse Practitioner | Business Planning And Programmes Lead | Move to 3I, Integration, Innovation & Improvement Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central |
| Midcentral | 0.8 | Administrator | Business Planning And Programmes Lead | Move to 3I, Integration, Innovation & Improvement Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central |
| Midcentral | 0.2 | Senior Clinical Editor | Business Planning And Programmes Lead | Move to 3I, Integration, Innovation & Improvement Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central |
| Midcentral | 0.8 | Project Manager | Business Planning And Programmes Lead | Move to 3I, Integration, Innovation & Improvement Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Central |
| Nelson Marlborough | 1 | Data Analyst Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Analytics Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Data Analyst Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Data Analyst Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Technical Data Analyst | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 0.9 | Analytics Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Technical Data Analyst | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Data Analyst | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Systems & Analytics Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Data Analyst Business Partner | Manager- Data & Analytics | Move to Health Analytics & Insights Change of Reporting line to Local HAI Manager - Te Waipounamu |
| Nelson Marlborough | 1 | Consumer Relations Advisor | Clin Gov Support Mgr & Privacy Officer | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--------------------|-----|--|--|--|
| Nelson Marlborough | 0.9 | Improvement Advisor | Clin Gov Support Mgr & Privacy Officer | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |
| Nelson Marlborough | 0.5 | Improvement Facilitator - Consumer Engmt | Clin Gov Support Mgr & Privacy Officer | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |
| Northland | 0.8 | Manager - Patient Experience | Manager - Patient Safety & Quality Improvement Directorate | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Northern |
| Northland | 1 | Organisational Compliance And Patient Feedback Manager | Manager - Patient Safety & Quality Improvement Directorate | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Northern |
| Northland | 0.2 | Administrator - Patient Experience Survey | Manager - Patient Safety & Quality Improvement Directorate | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Northern |
| Northland | 1 | Management Support Analyst - Contracts | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Report Developer | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Information Analyst | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Data & Analytics Team Lead Role | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Data Administrator | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 0.8 | Information Analyst | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Costing Analyst Developer | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Data Administrator | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 0.7 | Bi Developer | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 1 | Junior Business Intelligence Developer | Head Of Data & Analytics | Move to Health Analytics & Insights change of reporting line to Local HAI Manager - Northern |
| Northland | 0.7 | Gp Liaison | General Manager Surgical Services | Move to 3I, Integration, Innovation & Improvement Change of reporting line to System Improvement & Service Optimisation Team Lead - Northern |
| South Canterbury | 0.8 | Consumer & Whanau Engagement Facilitator | Cnm Mental Health Inpatients | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|-----------------------------|-----|---|--|---|
| South Canterbury | 0.4 | Consumer & Whanau Engagement Facilitator | Cnm Mental Health Inpatients | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |
| South Canterbury | 1 | Business Intelligence Specialist | Interim District Lead - South Canterbury | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Te Waipounamu |
| South Canterbury | 1 | Information Analyst | Interim District Lead - South Canterbury | Move to Health Analytics & Insights Reporting line change to Local HAI Manager - Te Waipounamu |
| Southern | 1 | Quality & Performance Improvement Manager | Director Quality & Clinical Governance Solutions | Move to 3I, Integration, Improvement & Innovation Change of reporting line to systems Improvement & Optimisation Team Leader - Te Waipounamu |
| Southern | 1 | Consumer Experience Manager | Director Quality & Clinical Governance Solutions | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Wai Pounamu |
| Southern | 1 | Lead Business Intelligence Technical Specialist | Director Digital Transformation | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |
| Taranaki | 0.8 | Information Analyst | Manager-Information Management | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Taranaki | 1 | Information Analyst | Manager-Information Management | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Taranaki | 1 | Information Analyst | Manager-Information Management | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Taranaki | 1 | Information Analyst | Manager-Information Management | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Taranaki | 1 | Business Intelligence Analyst | Manager-Information Management | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Te Tai o Poutini West Coast | 0.9 | Librarian | Nurse Director | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge Management |
| Te Tai o Poutini West Coast | 1 | Business Systems Analyst | Team Leader | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |
| Te Tai o Poutini West Coast | 1 | Information Analyst | Team Leader | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |
| Te Tai o Poutini West Coast | 1 | Information Analyst | Team Leader | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |
| Waikato | 1 | Analyst | Head Of Analytics | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Waikato | 0.6 | Gp Liaison | Director – Innovation & Strategy Development | Move to 3I Integration, Innovation & Improvement Change of reporting line to systems Improvement & Service Optimisation Team Leader - Te Manawa Taki |
| Waikato | 0.4 | Gp Liaison | Director – Innovation & Strategy Development | Move to 3I Integration, Innovation & Improvement Change of reporting line to systems Improvement & Service Optimisation Team Leader - Te Manawa Taki |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|--------------------|-----|---|--|---|
| Waikato | 0.4 | GP Liaison | Director – Innovation & Strategy Development | Move to 3I Integration, Innovation & Improvement Change of reporting line to systems Improvement & Service Optimisation Team Leader - Te Manawa Taki |
| Waikato | 0.2 | GP Liaison | Director – Innovation & Strategy Development | Move to 3I Integration, Innovation & Improvement Change of reporting line to systems Improvement & Service Optimisation Team Leader - Te Manawa Taki |
| Waikato | 1 | Consumer Engagement Manager | Director - Quality & Patient Safety | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Manawa Taki |
| Waikato | 1 | Lead Data Scientist | Director - Intelligence And Insight | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Wairarapa | 0.9 | Patient Experience Co-Ordinator | General Mgr Quality Improvement & Risk | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Central |
| Waitaha Canterbury | 1 | Director Of Lived Experience And Family/ Whanau | General Manager | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Te Waipounamu |
| Waitaha Canterbury | 1 | Business Analyst | Manager | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |
| Waitaha Canterbury | 1 | Portfolio Manager | Operations Manager | Move to 3I, Integration, Improvement & Innovation Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.8 | Coordinator | Senior Operations Manager | Move to 3I, Integration, Innovation & Improvement Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.5 | Registrar | Senior Operations Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.5 | Service Development Manager | Senior Operations Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.5 | Registrar | Senior Operations Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.6 | Coordinator | Senior Operations Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.5 | Development Manager | Senior Operations Manager | Change of reporting line to Systems Improvement & Service Optimisation Team Leader - Te Waipounamu |
| Waitaha Canterbury | 0.2 | Clinical Director | Chief Medical Officer | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Te Waipounamu |
| Waitaha Canterbury | 0.9 | Librarian | Nurse Consultant | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge management |
| Waitaha Canterbury | 1 | Analyst | Manager | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Waipounamu |

Appendix 2: Positions potentially Impacted

| District | FTE | Position Title | Currently reports to | Proposed Impact |
|---------------------------------|-----|--------------------------------|-----------------------|---|
| Waitemata District Health Board | 0.9 | Associate Service Manager | General Manager | Move to Consumer Engagement & Whānau Voice Change of reporting line to Regional Manager Consumer Engagement and Whānau Voice - Northern |
| Waitemata District Health Board | 1 | Admin Support | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to Manager Coordinating Centre - Northern |
| Waitemata District Health Board | 0.8 | Admin Manager | Manager | Move to Research, Evidence & Clinical Trials Change of reporting line to GM Knowledge management |
| Waitemata District Health Board | 0.6 | Clinical Nurse Specialist | Manager | Move to Evidence, Research & Clinical Trials Change in Reporting line to Manager Coordinating Centre - Northern |
| Waitemata District Health Board | 0.5 | Clinical Director | Manager | Move to Evidence, Research & Clinical Trials Change in Reporting line to Manager Coordinating Centre - Northern |
| Waitemata District Health Board | 0.5 | Operations Coordinator | Manager | Move to Evidence, Research & Clinical Trials Change in Reporting line to Manager Coordinating Centre - Northern |
| Waitemata District Health Board | 0.6 | Research Support | Manager | Move to Evidence, Research & Clinical Trials Change in Reporting line to Manager Coordinating Centre - Northern |
| Waitemata District Health Board | 1 | Director Maori Health Research | Chief Advisor Tikanga | Move to Research, Evidence & Clinical Trials Mapped to GM Māori Research Change of reporting line to Director of Research, Evidence & Clinical Trials |
| Whanganui | 1 | Health Informatics Analyst | Chief Digital Officer | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |
| Whanganui | 1 | Health Informatics Analyst | Chief Digital Officer | Move to Health Analytics & Insights Change of reporting line to Local HAI Manager - Te Manawa Taki |

Appendix 2: Positions & Teams proposed to move to different Business Units

The following individual roles and whole teams are better aligned to other Business Units within Te Whatu Ora and it is recommended these individuals and teams refer to the change proposals for the Business Units annotated below when they become available. Note that no changes are proposed to these roles until the proposals for the relevant Business Unit (as noted below) are released.

| District | Position Title | Business Unit document to refer to |
|--|---------------------------------|------------------------------------|
| Counties Manukau | eLearning Systems Administrator | People & Culture |
| Counties Manukau | Centre Manager | Infrastructure & Investment |
| Counties Manukau District Health Board | Portfolio Manager | National Public Health Service |
| Waitaha Canterbury | Data Warehouse Manager | Data & Digital |
| Waitaha Canterbury | Product Owner – Data Warehouse | Data & Digital |
| Waitaha Canterbury | Business Systems Analyst | Data & Digital |
| Waitaha Canterbury | Business Systems Analyst | Data & Digital |
| Waitaha Canterbury | Business Systems Analyst | Data & Digital |
| Waitaha Canterbury | Senior Data Warehouse Developer | Data & Digital |
| Waitaha Canterbury | Senior Data Warehouse Developer | Data & Digital |
| Waitaha Canterbury | Senior Data Warehouse Developer | Data & Digital |
| Waitaha Canterbury | Senior Data Warehouse Developer | Data & Digital |
| Waitaha Canterbury | Senior Data Warehouse Developer | Data & Digital |

| District | Position Title | Business Unit document to refer to |
|--|----------------------------------|------------------------------------|
| Waitaha Canterbury and Te Tai Poutini West Coast | Contracts Coordinator | Commissioning |
| Waitaha Canterbury and Te Tai Poutini West Coast | Contracts Coordinator | Commissioning |
| Waitaha Canterbury and Te Tai Poutini West Coast | Contracts Specialist | Commissioning |
| Te Whatu Ora | Team Leader | Data & Digital |
| Te Whatu Ora | Senior Analyst | Data & Digital |
| Te Whatu Ora | Senior Analyst | Data & Digital |
| Te Whatu Ora | Senior Analyst | Data & Digital |
| Te Whatu Ora | Senior Analyst | Data & Digital |
| Te Whatu Ora | Analyst | Data & Digital |
| Te Whatu Ora | Analyst | Data & Digital |
| Te Whatu Ora | Developer | Data & Digital |
| Te Whatu Ora | Developer | Data & Digital |
| Te Whatu Ora | Tester | Data & Digital |
| Te Whatu Ora | Business Analyst/Project Manager | Data & Digital |
| Te Whatu Ora | Technical writer | Data & Digital |

| # | Question | Answer |
|---|---|---|
| 1 | Why are improvement staff in smaller districts not included in consultation? Have they been overlooked? | Where appropriate, we have proposed that improvement staff in smaller districts join the SI&I team. If you think your role has been overlooked, please provide detailed feedback. We are keen to receive this. |
| 2 | Does this mean we will lose access to local improvement staff as they have joined SI&I? | It is proposed that the improvement teams remain in their respective locality. They will be supporting improvement work at a local, regional and national level. |
| 3 | How will improvement teams with experience in specific areas be made available to other delivery groups? | Improvement teams will work on priorities agreed both regionally and nationally. They will support a wide range of teams. |
| 4 | Most analysts appear to have moved to SI&I, but not all. Why? | ELT agreed that each Business Unit should have small teams to support the national director's office, rapid responses and as a conduit to the SI&I health analytics service. The critical mass of analysts are proposed to move to SI&I in recognition that health analytics and insights skillsets, toolsets and subject matter expertise has significant cross-over between Business Units and to avoid fragmentation of local teams. |
| 5 | Does this proposal fragment reporting lines for people with specialist analytics expertise and why isn't this group being kept all together in one Business Unit? | At the moment, analysts are spread widely across enabling and delivery groups. This proposal aims to bring this expertise together while, at the same time, allowing support for other delivery groups by having small teams within each of them. |
| 6 | There is no consumer engagement team or consumer council in some districts, so what can those areas look forward to under this model? | The creation of a national consumer team means there will be support available for all areas of the country. |
| 7 | How will the unifying of research groups help those outside major cities to participate in clinical trials? | The proposed change will enhance transparency and enable people to see the full range of opportunities that may be available to them regardless of where they live. |

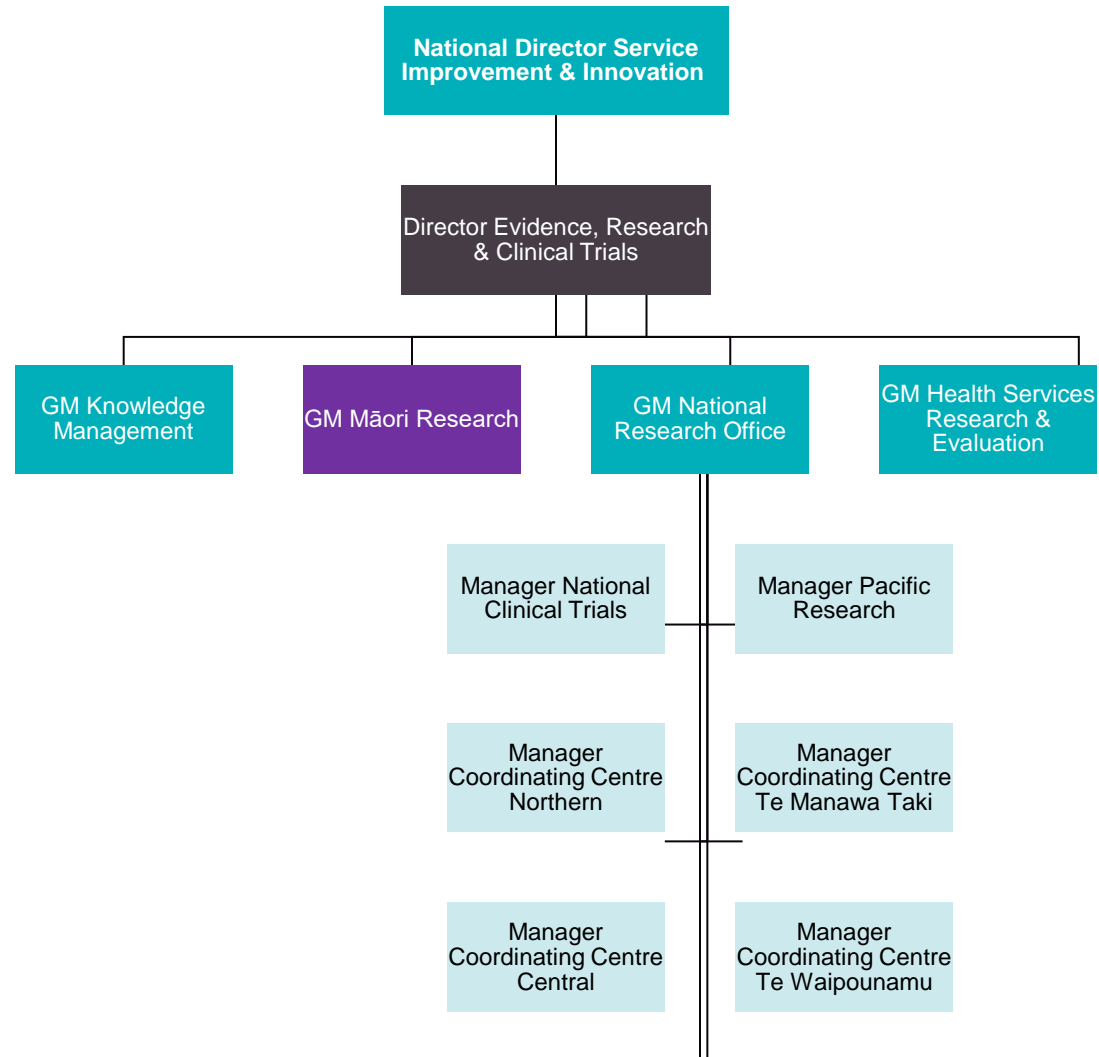
Appendix 4: Engagement Plan

| Engagement Activity | Location | Venue | Date | Time | SI&I Attendees |
|--|--------------|-----------------------------------|----------------------------------|-------------------|--|
| Face-to-face: Central Region | Wellington | Front & Centre, 69 Tory Street | Monday 3 rd April | 2:30pm – 3:30pm | Robyn Whittaker & Delwyn Armstrong |
| Face-to-face: Northern Region | Auckland | Counties Manukau, Ko Awatea | Wednesday 5 th April | 1pm – 2pm | Dale Bramley, Robyn Whittaker, Delwyn Armstrong, Penny Andrew, Hector Matthews |
| | Auckland | Whenua Pupuke, Waitematā | Tuesday 11 th April | 3pm – 4pm | Robyn Whittaker, Delwyn Armstrong, Penny Andrew |
| Webinar | MS Teams | Online | Thursday 6 th April | 10am – 10:45am | Dale Bramley and all SI&I appointed Directors |
| Face-to-face: Southern Region | Christchurch | Manawa Campus, 276 Antigua Street | Wednesday 12 th April | 10am – 11am | Dale Bramley, Robyn Whittaker, Delwyn Armstrong, Hector Matthews |
| | Dunedin | Wakari Hospital | Thursday 13 th April | 10am – 11am | Robyn Whittaker, Hector Matthews, Delwyn Armstrong |
| Webinar | MS Teams | Online | Thursday 13 th April | 12:30pm – 1:15pm | Dale Bramley and all SI&I appointed Directors |
| Face-to-face: Te Manawa Taki Region | Hamilton | Venue TBD | Tuesday 18 th April | 10am - 11am (tbc) | Robyn Whittaker, Delwyn Armstrong, Penny Andrew, Hector Matthews |
| | Tauranga | Tauranga Hospital | Tuesday 18 th April | 2:30pm – 3:30pm | Robyn Whittaker, Delwyn Armstrong, Penny Andrew, Hector Matthews |
| Webinar | MS Teams | Online | Thursday 20 th April | 2pm – 2:45pm | Dale Bramley and all SI&I appointed Directors |

Appendix 5: Detailed Proposed Organisational Structures

| |
|-------------------------------------|
| Critical role to drive Māori equity |
| Te Aka Whai Ora role |
| Joint Te Aka Whai Ora Role |
| Te Whatu Ora Role |
| Te Whatu Ora Function |

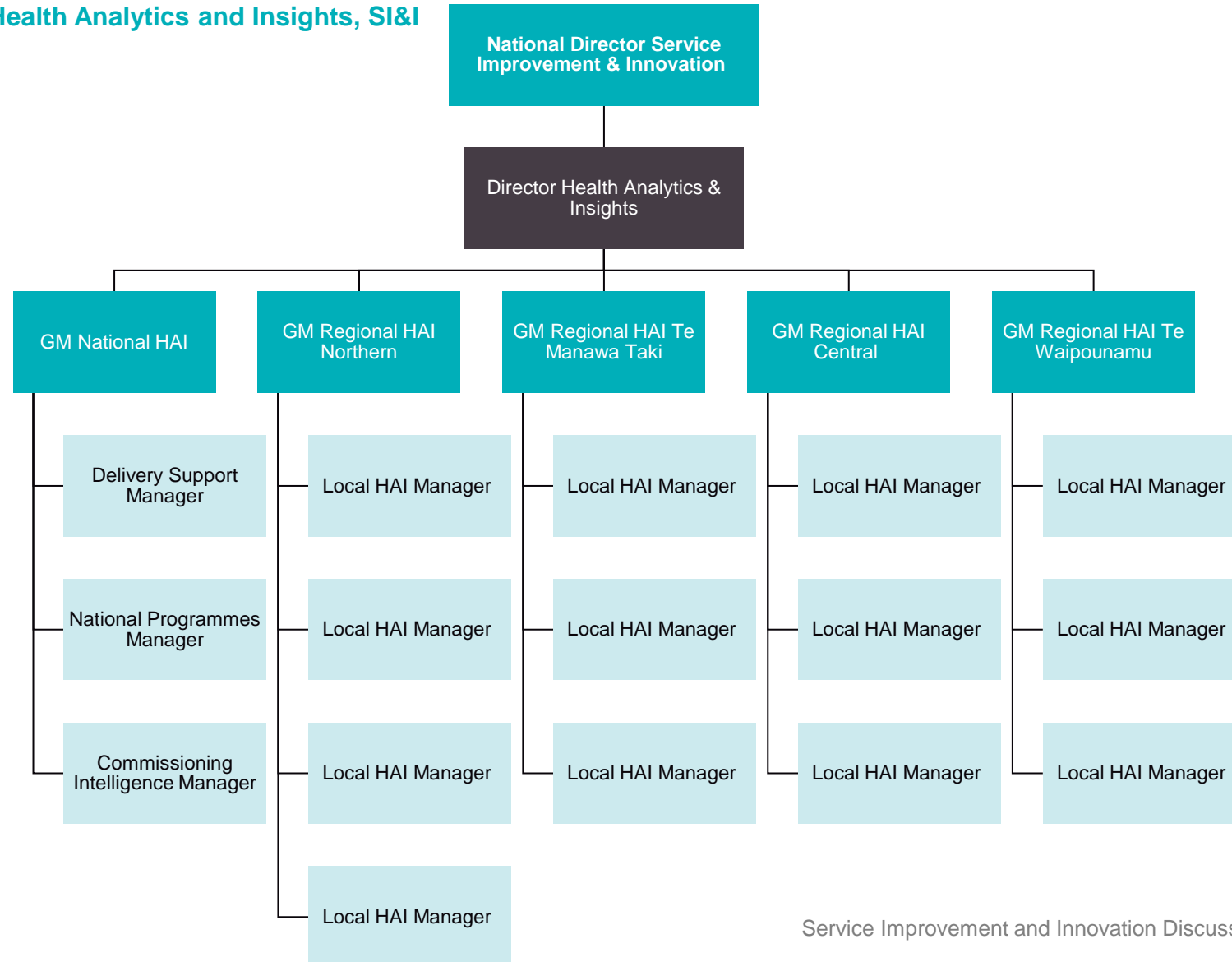
Proposed Tier 3-5 organisational structure, Evidence, Research and Clinical Trials, SI&I



Appendix 5: Detailed Proposed Organisational Structures

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| Joint Te Aka Whai Ora Role |
| Te Whatu Ora Role |
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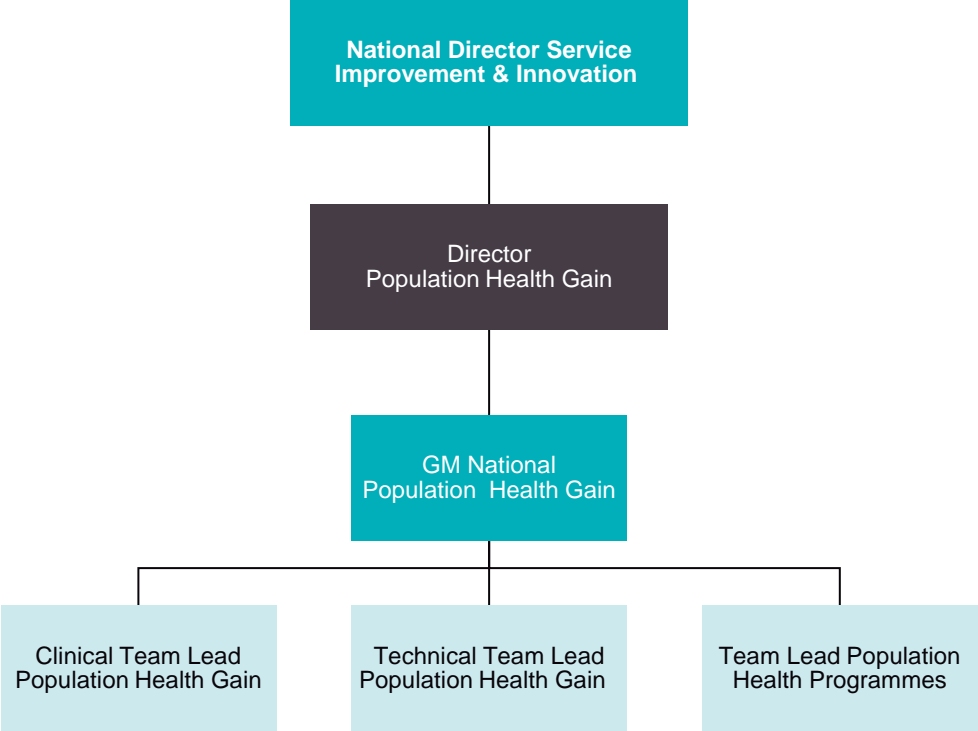
Proposed Tier 3-5 organisational structure, Health Analytics and Insights, SI&I



Appendix 5: Detailed Proposed Organisational Structures

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|-------------------------------------|
| Critical role to drive Māori equity |
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| Joint Te Aka Whai Ora Role |
| Te Whatu Ora Role |
| Te Whatu Ora Function |

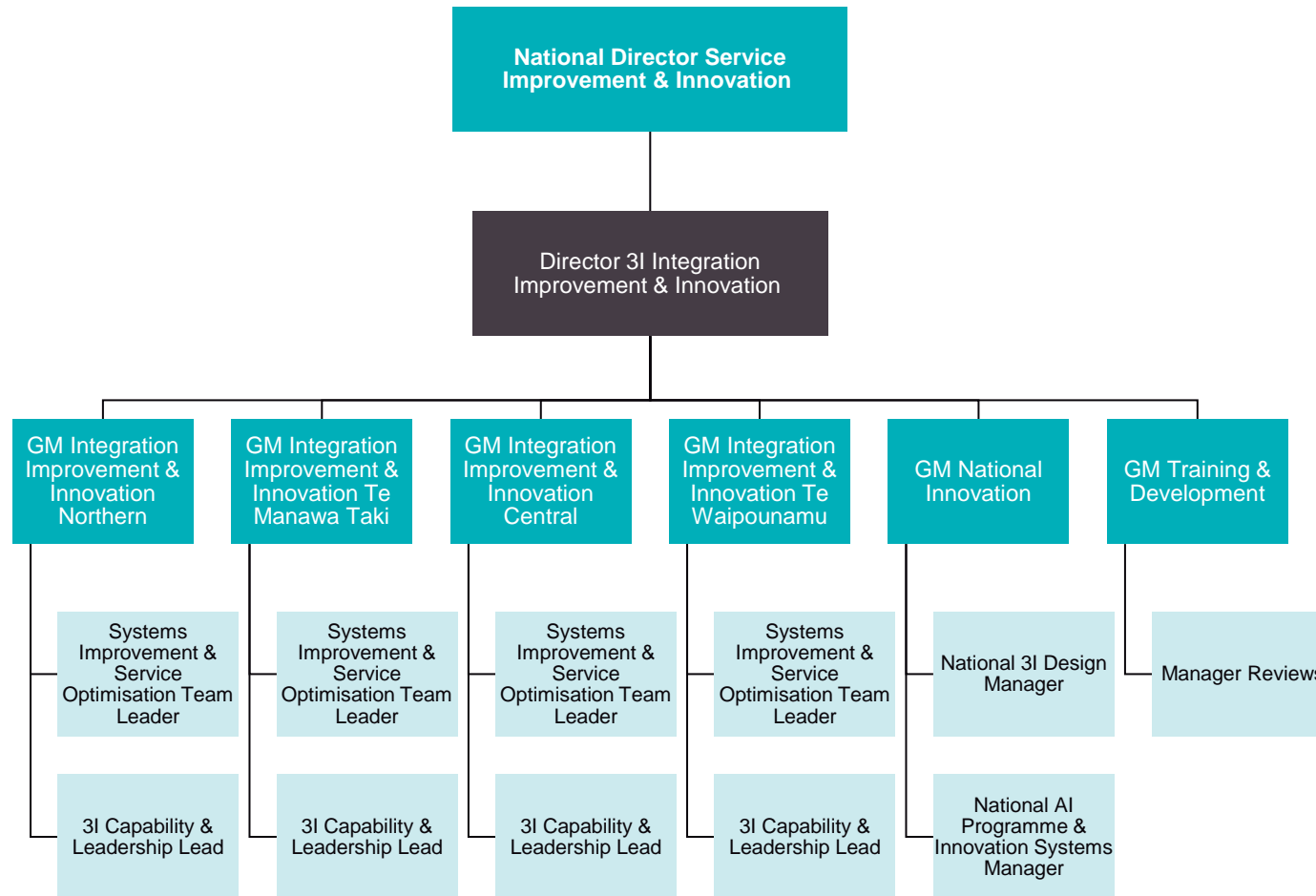
Proposed Tier 3-5 organisational structure, Population Health, SI&I



Appendix 5: Detailed Proposed Organisational Structures

| | |
|--|-------------------------------------|
| | Critical role to drive Māori equity |
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| | Joint Te Aka Whai Ora Role |
| | Te Whatu Ora Role |
| | Te Whatu Ora Function |

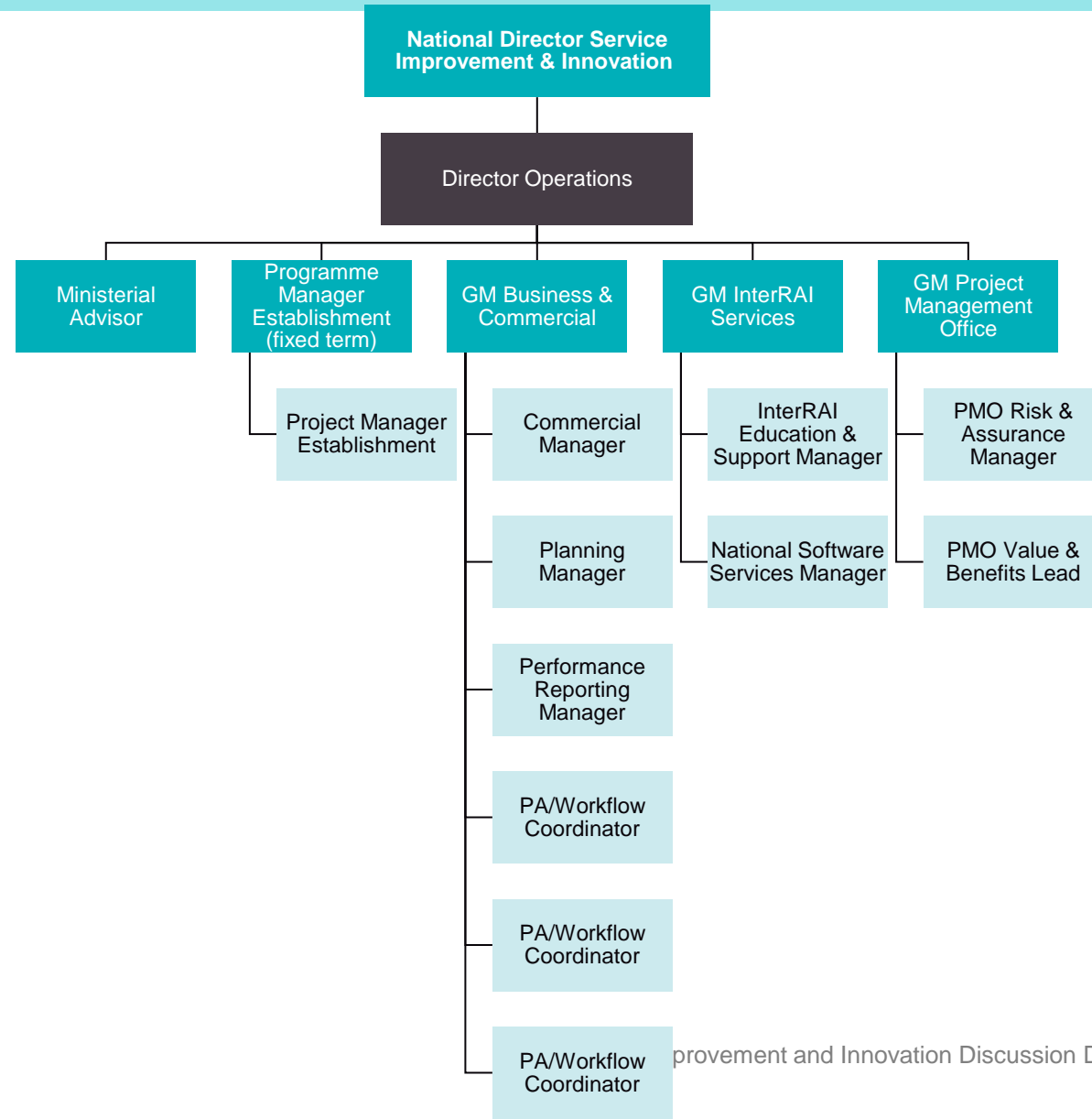
Proposed Tier 3-5 organisational structure, 3i: Integration, Improvement and Innovation, SI&I



Appendix 5: Detailed Proposed Organisations Structures

| | |
|--|-------------------------------------|
| | Critical role to drive Māori equity |
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| | Joint Te Aka Whai Ora Role |
| | Te Whatu Ora Role |
| | Te Whatu Ora Function |

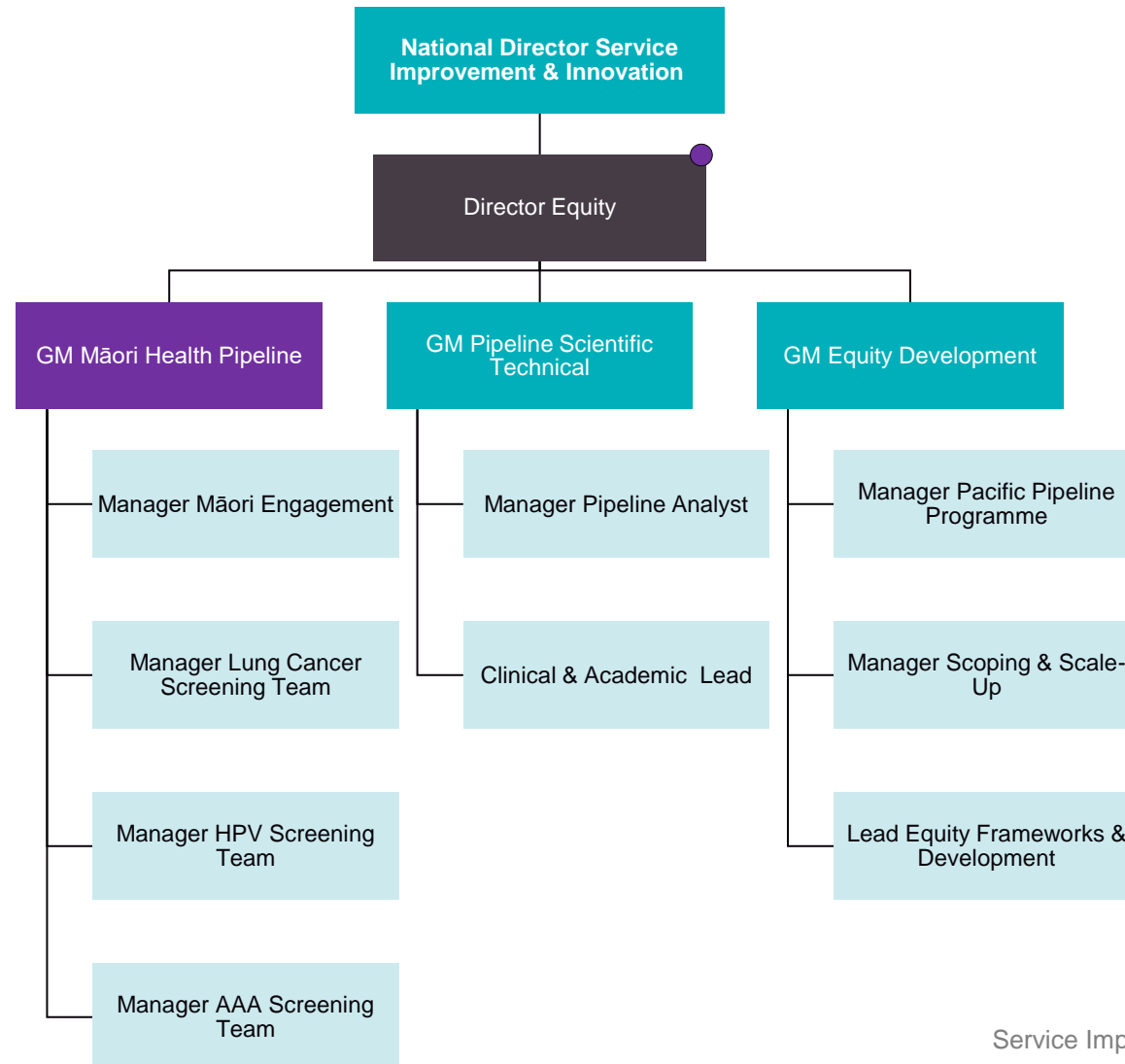
Proposed Tier 3-5 organisational structure, Operations, SI&I



Appendix 5: Detailed Proposed Organisational Structures

| |
|-------------------------------------|
| Critical role to drive Māori equity |
| Te Aka Whai Ora role |
| Joint Te Aka Whai Ora Role |
| Te Whatu Ora Role |
| Te Whatu Ora Function |

Proposed Tier 3-5 organisational structure, Equity, SI&I



Appendix 5: Detailed Proposed Organisational Structures

| | |
|--|-------------------------------------|
| | Critical role to drive Māori equity |
| | Te Aka Whai Ora role |
| | Joint Te Aka Whai Ora Role |
| | Te Whatu Ora Role |
| | Te Whatu Ora Function |

Proposed Tier 3-5 organisational structure, Equity, SI&I

