



Candidate Brief

For

Southern Cross Healthcare –  
General Manager

**deciphər** the people you need to succeed

## General Manager – New Year, New Opportunity, New You!

- Unlock potential and inspire high performance, high engagement!
- Enhance reputation and engagement in the community!
- Grow leadership capability to take Southern Cross Hospital from good to great

## About the company

At the heart of Southern Cross Healthcare are over 3000 employees passionate about making a difference to the health of New Zealanders. They work alongside over 1200 medical specialists who are credentialled to provide services in their hospital facilities.

Southern Cross Healthcare are united in their purpose to advance the health and wellbeing of New Zealanders, supported by their not-for-profit DNA and a culture that puts care at the heart of everything they do. Now is an exciting time to join Southern Cross Healthcare as they pursue a vision to reshape the delivery of healthcare to enable New Zealanders to live healthier lives.

Owned by Southern Cross since 1979, Southern Cross Christchurch Hospital includes one of the biggest and most advanced private surgical hospitals in the South Island.

Providing services to around 9,500 patients each year, the facilities include digital operating theatres, an advanced 'hybrid' operating room, systems for robotically-assisted surgery, advanced digital scanning technologies, consulting facilities and a purpose built endoscopy centre.

Southern Cross Christchurch Hospital knows their success is driven by its people and has all the potential to achieve their goal to be the provider of choice when it comes to delivering healthcare for New Zealanders. To unlock that potential, Southern Cross Christchurch Hospital are looking for their next General Manager (GM) to drive and embed the change needed to succeed.

Interested?

## About the opportunity

Reporting to the Chief Operating Officer, Southern Cross Christchurch Hospital need an inspiring leader to bring their expertise in complex and dynamic change management to drive business performance. As the General Manager for Southern Cross Christchurch Hospital, your ability to motivate your team and influence outcomes will be critical to your success and your natural adaptability will be vital to you thriving in an environment that's constantly evolving.

In undertaking your accountabilities as the General Manager for Southern Cross Christchurch Hospital, you will:

- Develop and lead a strategy and clear road map to ensure long-term sustainable business outcomes through visible, empathetic and purposeful leadership.
- Grow and build a high performing team, with high engagement and commitment to the Southern Cross Healthcare mission and vision.

- Grow and operate the business as an integral part of the Southern Cross Healthcare network with strong financial and commercial returns.
- Strategically build and manage all essential stakeholder relationships within the healthcare industry and key partners to ensure sustainable growth and business opportunities.
- Manage the hospital as a leader in its local market, maintaining a high quality, efficient healthcare facility and position it as a flagship site.

This role needs a natural born leader who enjoys combining strategic business planning, developing relationships, and understands the complexity of a service delivery, commercial environment. Are you ready to take on this challenge?

## About you

To be successful in this role, you will be an experienced executive with the lived experience of taking an organisation through significant, turn around change. Passionate about communities and leading successful, high performing teams, people describe you as an inspirational leader and stakeholder manager.

Your calm yet confident disposition will mean you operate well under pressure and can successfully represent Southern Cross Healthcare, engaging across multiple stakeholders including, surgeons, executive management and the wider community.

You will be a commercially savvy, strategic thinker who has proven senior leadership experience and more importantly you will be empathetic and understand how to provide excellent patient and customer centric care and service. Sound like you?

In return, you will be rewarded with this unique opportunity to further your career while contributing to the objectives of this successful Christchurch business.

## How to apply

For a copy of the position description visit the Decipher Group website on <https://www.deciphergroup.co.nz/>.

To discover more about Southern Cross Christchurch Hospital, visit <https://healthcare.southerncross.co.nz/christchurch-hospital>

Please be aware, Decipher Group will be closed for Christmas from 23rd December, returning on the 9th January 2023 at which time we will respond to enquiries about this role.

**Applications close: Friday, 27th January 2023**

Please do not email us your CV and Cover Letter.  
Please use the Apply Now link on our website

**deciphər**

www.deciphergroup.co.nz  
Decipher Group  
Level 4, 151 Cambridge Terrace  
Christchurch

**Kerry**

Problem solver  
Determined  
Committed  
Analytical



**deciphər**

www.deciphergroup.co.nz  
Decipher Group  
Level 4, 151 Cambridge Terrace  
Christchurch

**Pia**

Driven  
Adaptable  
Courageous  
Intuitive



## Position Description

|  |   |   |                           |   |               |
|--|---|---|---------------------------|---|---------------|
| <b>Position Title:</b>                             | <b>General Manager – Southern Cross Hospital Christchurch</b>   | <b>Function/Division</b>  | Southern Cross Healthcare | <b>Date:</b>  | December 2022 |
| <b>Position Reports To:</b>                        | Chief Operating Officer (COO)   | <b>Position Dimensions</b>  |                           |   |               |
| <b>Primary Function</b><br>(Why this role exists): | <ul style="list-style-type: none"> <li>To manage the hospital as a leader in its local market, maintaining a high quality, efficient healthcare facility and position it as a flagship site.</li> <li>To provide strong leadership to transform the culture of the hospital and create high performing leaders that role model behaviours aligned with the mission and vision of Southern Cross Healthcare Ltd (SCH).</li> <li>To grow and operate the business as an integral part of the network of SCH with strong financial and commercial returns</li> <li>To develop strong relationships with the healthcare industry and our key partners to provide sustainable growth and business opportunities.</li> <li>To ensure the public/private benefit from the hospital is achieved with tangible results for the wider SCH network.</li> </ul> | <b>Key Relationships - Internal</b>   |                           | <b>Key Relationships - External</b>   |               |
|  |   | <ul style="list-style-type: none"> <li>Chief Executive &amp; Executive Leadership Team</li> <li>SCH National Office</li> </ul>  |                           | <ul style="list-style-type: none"> <li>Health care providers, particularly specialists and Joint Venture partners (current and potential future providers from across the Canterbury region)</li> <li>Contract and operational management and development and maintenance of partnership relationships, locally and nationally</li> </ul>   |               |
|  |   | <ul style="list-style-type: none"> <li>SCH General Managers and Joint Venture Managers</li> <li>Business Support Services Staff (NSO)               <ul style="list-style-type: none"> <li>Finance; Procurement/Supply Chain; Digital Services; Payroll; People &amp; Performance, and other functional centres of expertise, as appropriate</li> </ul> </li> </ul> |                           | <ul style="list-style-type: none"> <li>Patients – approvals, invoicing etc.</li> <li>Funders (Insurance Companies, ACC, Te Whatu Ora (Health NZ), Christchurch public hospital – contract negotiation and management</li> <li>GPs</li> <li>Other private hospitals, including SCH network</li> <li>Local community, including business networks</li> <li>Local Iwi-Māori Partnership Board</li> </ul> |               |



| Decision Rights   |  | Capability Level | This role operates at:<br>Leading Self<br>Leading Others<br><b>Leading Leaders</b><br><b>Leading the Organisation</b> |
|---|--|------------------|---|
| <b>Owns</b>   | <ul style="list-style-type: none"> <li>• The operational and financial performance of Christchurch Hospital</li> <li>• Makes decisions to develop hospital operational capability</li> <li>• People management decisions are made incorporating the appropriate HR/legal advice</li> <li>• Financial decisions are made within the limits of authority</li> <li>• Makes decisions in consultation on local business development</li> <li>• Creates business development opportunities in collaboration with the COO and other senior personnel, as appropriate</li> <li>• Makes decisions and recommendations as part of network wide project teams</li> </ul> |                  |   |
| <b>Key Collaborations and Networks</b>  | Refer “Key Relationships” as listed above  |                  |   |
| Health, Safety and Wellbeing  |  |                  |   |
| <ul style="list-style-type: none"> <li>• You will be the leader with ultimate responsibility for ensuring Health, Safety and Wellbeing (HSW) procedures, activities, and policies, not only comply with but continuously improve, to drive a HSW culture at Christchurch Hospital. This includes the remit for both clinical, operational safety and employee wellbeing.</li> <li>• All employees are responsible for complying with health and safety policies and procedures</li> <li>• You are responsible for your own health and safety while at work and ensuring that your actions or inactions do not put others at risk</li> <li>• You will identify report and self-manage hazards where appropriate</li> <li>• Ensure that you complete early and accurate reporting of incidents at work. Have a knowledge and understanding of health and safety legislation, policies, standards, and procedures</li> </ul> |  |                  |   |
| Areas of Accountability   |  |                  |   |
| <b>Area of Accountability</b>   | <b>Key Responsibilities</b>  |                  |   |




|                                  |   |
|----------------------------------|---|
| <b>Operational Management</b>    | <ul style="list-style-type: none"> <li>• Ensure the delivery of quality standards for treatment and care, and appropriate patient outcomes</li> <li>• Meet the expectations and needs of visiting practitioners and patients</li> <li>• Ensure the hospital meets the requirements of the Health and Disability Sector Standards</li> <li>• Ensure the delivery of high-quality health services, whilst managing cost to revenue ratios</li> <li>• Work with Specialists to maintain service quality through regular surveys of service delivery levels, implementing service improvements where appropriate</li> <li>• Ensure staff provide high quality health services by managing and improving staff performance where necessary</li> <li>• Reduce the hospital's liabilities in the delivery of healthcare services by identifying risks, preparing, and implementing risk mitigation plans, improving systems and processes, and managing the hospital in accordance with agreed SCH policy and guidelines</li> <li>• Implement and maintain the Safety, Quality and Risk Management system</li> <li>• Ensure the hospital is operated in a sustainable manner across all functions</li> </ul> |
| <b>Human Resource Management</b> | <ul style="list-style-type: none"> <li>• Lead and manages a team of highly motivated, competent, and well-trained staff by sharing the hospital network's strategic direction, establishing business objectives, agreeing accountabilities and performance objectives/KPIs, and regularly providing feedback</li> <li>• Create a positive, constructive, and high-performance culture for staff, specialists, visiting practitioners and patients, by developing and maintaining excellent communication channels and forums, and building trust and confidence among all staff</li> </ul>  |
| <b>Financial Management</b>      | <ul style="list-style-type: none"> <li>• Develop and present to the COO and Executive Leadership Team for approval in a timely manner, an annual budget for the business consistent with the Strategic Plan</li> <li>• Ensure the achievement of the hospital's financial goals in accordance with budgetary parameters by maximizing current hospital revenue, developing new revenue streams, and implementing appropriate controls on expenditure and costs</li> <li>• Manage requests for capital expenditure, subject to delegated financial authority</li> </ul>  |
| <b>Business Development</b>      | <ul style="list-style-type: none"> <li>• Actively manage and develop relationships with specialists to capitalise on opportunities to grow the business</li> <li>• Actively support the public health system through maintaining constructive relationships with senior personnel in the Christchurch public hospital and Te Whatu Ora (Health NZ)</li> <li>• Seek opportunities to increase the hospital's business and revenue in conjunction with the COO, to initiate and build relationships and strategic alliances with Specialists, health funders and purchasers</li> </ul>  |
| <b>Strategic Planning</b>        | <ul style="list-style-type: none"> <li>• Develop and implement a Strategic Business Plan for the hospital that maximises opportunities within the local market, drives growth and brand recognition, and is aligned with the overall vision, purpose, direction, and service lines, as determined by SCH</li> </ul>   |
| <b>Facilities Management</b>     | <ul style="list-style-type: none"> <li>• Ensure the optimum utilisation of hospital facilities, equipment and supplies and the minimisation of waste, by planning and co-ordinating the service needs of the hospital, forecasting clinical requirements and involving visiting practitioners and staff</li> <li>• Ensure building standards are maintained and regulatory compliance is achieved</li> <li>• Ensure provision of hotel services meets appropriate standards and guidelines</li> </ul>   |



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|---|---|
| <b>Customer Service / Corporate</b>   | <ul style="list-style-type: none"> <li>• Ensure that all customers are treated in a professional and friendly manner. This includes both external and internal customers</li> <li>• Ensure that, where appropriate, all dealings with customers are kept confidential</li> <li>• Support a strong and positive image of SCH within the local community and with key internal and external stakeholders</li> <li>• Maintain a professional appearance and image</li> <li>• Support a positive, proactive, and engaged learning environment</li> </ul>  |
| <b>Leadership</b>   | <ul style="list-style-type: none"> <li>• Provide expertise for commercial and financial aspects of the Southern Cross Christchurch Hospital business, including business development initiatives as required to respond to business opportunities</li> <li>• Operate within the matrix structure of SCH to achieve the most beneficial outcomes for the network in collaboration with the COO and other appropriate senior personnel</li> <li>• Participate and contribute to a network focused, team approach in the delivery of operational capability, business initiatives and projects</li> <li>• Honour diversity by acknowledging and respecting others' spiritual beliefs, cultural practices and lifestyle choices as evidenced in interpersonal relationships</li> <li>• Ensure Cultural Competency is valued and appropriate for the business</li> </ul> |
| <b>Education, Knowledge, and Experience Requirements</b>  |   |
| <b>Experience required</b>  | <b>Formal education &amp; training</b>  |
| <b>Essential:</b> <ul style="list-style-type: none"> <li>• Senior leadership within a medically related environment or a complex operationally driven business</li> <li>• Business development</li> <li>• Financial management</li> <li>• Operational management - preferably within a health sector environment</li> <li>• Demonstrated ability to develop and maintain key strategic and operational relationships</li> </ul> | <b>Essential:</b> <ul style="list-style-type: none"> <li>• Relevant tertiary qualification or equivalent</li> </ul>   |
| <b>Key Capabilities for this Role</b>   |   |
| <ul style="list-style-type: none"> <li>• Strong people leadership / visionary leadership</li> <li>• Strength in relationship management / politically savvy</li> <li>• Leading change and culture</li> <li>• Managing through systems and networks / organisational agility</li> <li>• Commercially and strategically astute</li> <li>• High emotional intelligence</li> <li>• Strong financial acumen</li> </ul>               | <ul style="list-style-type: none"> <li>• Excellence in Quality and Service</li> <li>• Negotiating adeptly</li> <li>• Selecting &amp; developing others</li> <li>• Risk Management</li> <li>• Drive for Results</li> <li>• Strategically thinking &amp; acting</li> </ul>  |







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