

Position Description

Chief Executive Officer (CEO)

Reports to: Board of Directors

Location: Palmerston North, New Zealand

Direct Reports: Senior Leadership Team (number subject to organisational structure)

About The Palms Medical Centre

The Palms Medical Centre is one of the Manawatū region's leading primary healthcare providers, delivering comprehensive, patient-centred healthcare services to the Palmerston North community and surrounding districts. Established on an innovative integrated care model, The Palms brings together general practice, acute care, pharmacy, radiology, dental and specialist services within a single healthcare precinct, providing patients with convenient access to a wide range of health services in one location.

With a strong commitment to helping people get well, stay well, and live well, The Palms combines high-quality clinical care with a focus on prevention, long-term health outcomes, and patient empowerment. The organisation aims to be recognised for its innovative approach to primary care delivery, investment in digital health solutions, and commitment to improving access to healthcare services across the community.

As a significant healthcare provider in the region, The Palms employs a multidisciplinary workforce of doctors, nurse practitioners, nurses, allied health professionals and support staff who work collaboratively to deliver accessible, responsive and compassionate care. Through strong partnerships with patients, whānau, community organisations and the wider health sector, The Palms continues to play an important role in improving health outcomes and supporting the wellbeing of the communities it serves.

Purpose of the Role

The Chief Executive Officer provides strategic, operational and business leadership for The Palms Medical Centre and its associated healthcare services.

The CEO is responsible for ensuring the organisation delivers outstanding health outcomes, an exceptional patient experience, sustainable financial performance, and a high-performing workplace culture. Working closely with the Board, leadership team, clinicians, staff, community and sector partners, the CEO will position The Palms as a leading provider of integrated primary healthcare services for the Manawatū region.

The role is accountable for translating the strategic direction of the Board into operational delivery while ensuring the organisation remains responsive to the evolving healthcare environment, regulatory requirements, emerging technologies and community health needs.

Board's expectation is that the CEO not only manages the business but actively positions The Palms for future growth and long-term success.

Key Accountabilities

Strategic Leadership

- Lead the implementation and evolution of the organisation's strategic plan.
 - Identify emerging opportunities, risks and trends impacting primary healthcare delivery.
 - Advise the Board on strategic direction, growth opportunities and organisational sustainability.
 - Develop innovative models of care that improve accessibility, affordability and health outcomes.
 - Strengthen The Palms' position as a leading provider of integrated primary healthcare services.
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Clinical and Patient Excellence

- Ensure systems and processes are in place and working effectively to provide sound clinical governance
 - Promote a culture focused on quality, safety and continuous improvement.
 - Ensure services are patient-centred, evidence-based and aligned with best practice.
 - Support clinicians to deliver high-quality healthcare outcomes.
 - Monitor and responsively manage patient satisfaction, experience and community feedback.
 - Foster innovation in healthcare delivery and patient engagement.
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People and Culture

- Build and maintain a high-performing and engaged workforce.
 - Lead a compassionate and empowered culture that reflects organisational values and supports wellbeing.
 - Ensure effective workforce planning, recruitment, retention and succession planning.
 - Foster collaborative relationships across clinical and non-clinical teams.
 - Encourage leadership development and professional growth throughout the organisation.
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Operational Leadership

- Ensure the efficient and effective delivery of all organisational services.
- Maintain compliance with relevant legislation, accreditation standards and regulatory requirements.
- Develop systems and processes that support quality service delivery.
- Ensure organisational risks are identified and appropriately managed.
- Promote operational excellence and continuous improvement.

Financial Stewardship

- Provide strong commercial and financial leadership.
- Develop and oversee annual budgets and long-term financial plans.
- Monitor organisational performance against agreed KPIs.
- Identify funding opportunities and new revenue streams.
- Ensure prudent management of organisational resources and assets.
- Deliver sustainable financial performance that supports future growth.

Governance and Board Support

- Maintain a productive and transparent relationship with the Board.
- Provide timely, accurate and meaningful reporting.
- Support effective governance through strategic advice and recommendations.
- Ensure Board decisions are implemented effectively.
- Assist the Board in identifying future opportunities and organisational risks.

Business growth and sustainability

- Develop and implement growth strategies aligned with the organisation's strategic objectives.
- Identify opportunities to expand existing services and introduce new health services that meet current and future community needs.
- Build and maintain strategic partnerships with Health New Zealand, Think Hauora, iwi, community organisations and other healthcare providers.
- Explore and secure new funding streams, contracts and business opportunities within the primary and community healthcare sector.
- Assess emerging healthcare trends and opportunities to ensure The Palms remains innovative, competitive and responsive to the changing health environment.
- Drive patient enrolment growth and strengthen community engagement and market presence.
- Evaluate opportunities for service diversification, facility utilisation and commercial partnerships.
- Ensure growth initiatives are consistent with the organisation's values, commitment to equity, and focus on delivering high-quality patient care.

Stakeholder and Community Relationships

- Build strong relationships with Think Hauora, Health New Zealand, community organisations, iwi, healthcare providers and other sector partners.
- Represent The Palms within the healthcare sector and wider community.
- Strengthen strategic partnerships that improve integrated healthcare delivery.
- Foster collaborative relationships that support equity and improved health outcomes.

Innovation and Digital Health

- Champion innovation across clinical and business operations.
- Lead the adoption of digital solutions that improve patient access and experience.
- Ensure information technology systems are secure, effective and fit for purpose.
- Promote the use of data and analytics to support decision-making and service improvement.

Facilities and Asset Management

- Ensure facilities remain safe, compliant and fit for purpose.
- Oversee property, infrastructure and asset management.
- Manage relationships with landlords, tenants and service providers.
- Support future facility planning and development initiatives.

Key Relationships

Internal

- Board Chair
- Board Directors
- Shareholders
- Senior Leadership Team
- Clinical Director
- General Practitioners
- Nurse Practitioners
- Nursing Teams
- Allied Health Professionals
- Administrative and Reception Teams
- Contractors and Students

External

- Patients and Whānau
- Think Hauora Primary Health Organisation
- Health New Zealand | Te Whatu Ora
- Iwi and Māori Health Providers
- Community Organisations
- Universities and Training Providers
- Professional Bodies

- Suppliers and Service Providers
 - Local Government
 - Healthcare Partners
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Person Specification

Experience

Essential:

- Significant senior leadership experience.
- Experience leading complex service organisations.
- Proven track record delivering organisational growth and performance improvement.
- Experience leading organisational change and transformation.
- Experience working with governance boards.

Desirable:

- Experience within primary healthcare.
 - Experience within general practice or community-based health services.
 - Understanding of New Zealand's health system, funding and commissioning environment.
 - Experience working with healthcare professionals and multidisciplinary teams.
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Knowledge

- Strategic planning and execution.
 - Financial management and business performance.
 - Healthcare regulation and compliance.
 - Risk management and governance.
 - Workforce planning and organisational development.
 - Te Tiriti o Waitangi and health equity principles.
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Leadership Capabilities

The successful candidate will demonstrate:

- Strategic and systems thinking.
- Strong commercial acumen.
- Clinical service awareness.
- Authentic and visible leadership.
- Excellent relationship management.
- Strong communication and influencing skills.
- Sound judgement and decision-making.

- Commitment to continuous improvement.
 - Cultural competence and commitment to equity.
 - Courage, resilience and adaptability.
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Success Measures

Success in the role will be demonstrated through:

- Delivery of strategic objectives.
- Improved patient experience and health outcomes.
- Strong employee engagement and retention.
- Sustainable financial performance.
- Innovative business growth
- Effective stakeholder partnerships.
- Regulatory and accreditation compliance.
- Growth in service capability and community impact.
- Positive organisational culture aligned with the values of The Palms.