



Job Description

Job Title	Practice Manager
Reports to	Director Housing & Health Services
Service	Calder Medical Centre and Dental Service
Direct Reports	12
Location	HomeGround 140, Hobson Street, Auckland CBD
Date prepared	September 2025

Background

Auckland City Mission - Te Tāpui Atawhai supports Aucklanders in greatest need. Our services have evolved as the city's social needs have done and we respond to these needs with care and compassion while advocating for a reality where there are: enough suitable homes, enough money for nutritious food and easily accessible health care for all.

Since our doors opened more than 100 years ago, this has been our 'why'. We offer support for however long and in whatever way needed – for some people that's simply accessing one of our many services, for others that's a complex journey with our full support.

Our Values

- Manaakitanga - We recognise and value the mana of every person as equal or greater than our own through hospitality, generosity, aroha and respect.
- Manatika/Mana Ōrite - Committed to equity and seeking dignity for all, we will fearlessly advocate with and for those experiencing greatest need.
- Rangapū - We seek and engage in authentic partnerships characterised by mutual trust, integrity, respect, transparency, commitment, and collaboration. We demonstrate our commitment to Te Tiriti o Waitangi through our actions.
- Atawhai - Compassion, care, and grace guides our every interaction.

Service

Calder Health Centre is a "very low cost access" primary health care clinic operated by the Auckland City Mission, Te Tāpui Atawhai. It's specifically designed to serve people who are among Auckland's most marginalised: those living rough or in insecure housing, people with histories of trauma, poor mental health, substance use issues, or who have experienced negative outcomes with other health services. It aims to reduce the barriers that typically prevent access to healthcare—cost, stigma, unstable housing and chaotic life circumstances.

Through the provision of low-cost trauma-informed medical care and specialist interventions, our doctors and nurses at the Calder Health Centre strive to address the health impacts of living in poverty and sleeping rough. We provide a holistic range of services, including outreach nursing, end-of-life care and regular podiatry and surgical clinics. During 2025 we have opened a dental service within the clinical space that also serves Mission service users.

Job Purpose

The Practice Manager is responsible for co-ordinating all operational requirements of both the General Practice and Dental Practice, ensuring smooth day-to-day operations, excellent patient and whānau experience, and the long-term financial health of the service.

Entrusted by Auckland City Mission leadership, the role ensures alignment with the organisation's strategic direction while maintaining safe and effective service delivery for all patients.

This position carries responsibility for operational oversight, financial management, stakeholder engagement, and compliance with clinical and regulatory standards. It also provides leadership across people management, staff development, and patient communication, as well as supporting the further development of the practice's Model of Care.

The Practice Manager leads, mentors, and supports the dental and wider practice team to perform to their full capability by fostering a collaborative, positive, and high-performing environment. They are accountable for removing barriers to success, ensuring systems are robust and resilient to disruption, and delivering services that adapt to patient expectations, sector change, and clinical advancements.

The overarching objective is to maintain a well-run, financially sustainable, and patient-centred practice, where staff thrive in their roles, patient needs are consistently met, and Te Tiriti o Waitangi responsibilities are upheld in every aspect of service delivery.

Key Responsibility Areas

Strategic and Business Leadership

- Develop and maintain robust systems to ensure continuity of staff and leadership and adaptation to absences, change or disruption.
- Implement forward-thinking strategies to keep the practice agile, resilient, and responsive to evolving patient expectations and clinical developments.
- Contribute to business planning and budgeting, ensuring the service remains financially healthy and sustainable.
- Identify and act on opportunities for service improvement and business development to enhance patient outcomes.
- Promote the role and reputation of the Dental and GP Practice within Auckland City Mission and with external partners.

Operational and Service Management

- Working alongside the Clinical Lead to oversee daily operations, ensure efficiency, safe patient flow, and patient-centred care.
- Coordinate rosters, leave, and workflow to maintain continuity and productivity.

- Ensure compliance with health and safety standards, infection control protocols, and regulatory requirements.
- Oversee IT systems, practice software, and digital records, ensuring functionality, staff training, and vendor support.
- Lead continuous quality improvement initiatives, including adherence to Foundation Standard/Cornerstone or equivalent obligations.

People and Culture

- Lead, mentor, and support the GP and Dental team, fostering a collaborative, positive, and high-performing environment.
- Support the Dental Assistant and Service Coordinator to ensure smooth clinic operations.
- Manage recruitment, onboarding, induction, and professional development.
- Monitor staff performance, address issues promptly, and facilitate 6 monthly staff reviews in line with ACMs performance framework.
- Ensure staff operate within their scope of practice, supported by up-to-date job descriptions, employment agreements, and compliance with employment legislation.

Risk and Compliance

- Ensure compliance with all relevant legislation, including the Health & Safety at Work Act 2015, add in other regulatory standards / acts...
- Maintain and regularly update practice policies, procedures, and protocols to ensure safe, effective, and legally compliant service delivery.
- Oversee infection control, health and safety, and emergency preparedness systems, including risk registers, incident reporting, and regular drills.
- Monitor professional registration and practising certificates for all clinical staff, ensuring compliance with regulatory bodies.
- Manage risk proactively by identifying potential issues, implementing mitigation strategies, and escalating significant concerns appropriately.
- Lead continuous quality improvement initiatives and ensure the practice is prepared for external audits, accreditation, and compliance reviews.

Financial and Resource Management

- Prepare and manage budgets, monitor financial performance, and maintain long-term sustainability.
- Oversee billing, patient accounts, and debt management processes.
- Ensure funding streams and claiming processes are maximised, including capitation and programme payments.
- Control costs, authorise invoices, and ensure accurate, transparent financial reporting.
- Develop strategies to diversify income streams to support growth.

Stakeholder Engagement

- Ensure accurate patient enrolment and access to appropriate funding.
- Build effective, trusting relationships with patients, whānau, and community stakeholders.
- Collaborate with MSD and other external agencies to provide whānau-centred financial and social support.
- Maintain constructive relationships with PHOs, Te Whatu Ora – Health NZ, dental suppliers, and other key partners.
- Ensure all complaints and feedback are handled professionally, empathetically, and in line with ACM standards and any other regulating bodies for GP and Dental Practices (HDC Code).

Tikanga - Culture and relationships

- Demonstrate through actions commitment to Te Tiriti o Waitangi and the Mission's values of Manaakitanga, Atawhai, Rangapū and Mana Tika, Mana Ōrite.
- Demonstrate Cultural Safety principles when engaging with Māori: (Reflective Practice; Minimise Power Imbalance; Awareness of Colonisation; Appropriate Communication).
- Demonstrate cultural awareness when engaging with all people.
- Demonstrate empathy and understanding of issues including colonisation in NZ, trauma, mental health, addiction, poverty and homelessness.
- Ability to communicate clearly and effectively with people from all walks of life and at various organisational levels.
- Advocate for social justice, improved social conditions and a fair sharing of the community's resources

Health and Safety, Quality and Compliance, Ethics

- Act within the professional boundaries outlined in the Mission Code of Ethics and Code of Conduct in all dealings with co-workers, clients and external agency stakeholders. Fulfil Te Tāpui Atawahi Auckland City Mission policies and procedures with particular attention to safeguarding, health and safety, equality, equity and diversity.
- Lead a culture of positive and engaged health and safety practice. Meet requirements of health and safety policy and the Health and Safety at Work Act NZ. Take responsibility to work safely by taking reasonable care of your own health and safety and ensuring your actions or omissions do not pose harm to yourself or others. Additionally, it is essential to comply with any reasonable instructions, policies or procedures provided to ensure a safe and healthy work environment for all.

Qualifications, Experience, Knowledge, and Skill Requirements

Essential	Role-specific
• Commitment and experience in embedding the principles of the Te Tiriti o Waitangi in organisational practice. • An understanding of and ability to build rapport with clients who have complex needs including trauma, mental health, addiction, poverty, and homelessness. • Willingness to advocate for improved social conditions and a fair sharing of community resources. • Excellent administrative and organisational skills. • Excellent written communication skills. • Able to demonstrate capability to work cross functionally in a multi-cultural environment. • Aptitude for getting things done through formal and informal channels.	• Previous experience working with clients in a health setting who have complex needs including trauma, mental health, addiction, poverty, and homelessness, and experience managing a complex caseload. • Proven experience in practice management, healthcare administration, or a similar leadership role. • Strong people leadership skills with the ability to build, mentor, and motivate a high-performing team. • Excellent organisational and time management skills, with the ability to manage competing priorities. • Sound financial acumen, including budgeting, reporting, and managing funding streams.

	• Solid understanding of New Zealand health sector requirements, including Health & Safety, Privacy, and HDC Code. • Ability to provide mentoring, support and guidance to improve team practice and processes. • Experience facilitating case reviews, hui, and collaborative service meetings. • Understanding of complex cultural, social, and economic factors that contribute to homelessness, and knowledge of community, health, and social services. • Able to manage client database information, including recording goals, risks, and health data. • Community development and engagement experience.
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