

Nurse Maude

General Manager People, Capability & Equity

Candidate Briefing Information

June 2026



The Role

General Manager People, Capability & Equity

- Shape the people and culture for a new era of community healthcare
- Join a new leadership team at a pivotal point in Nurse Maude's growth
- A rare combination of people strategy, OD, leadership development, and equity

About The Role

Are you an organisational development leader who wants their work to matter?

This is a newly shaped role and sits at the heart of the organisation's strategic ambitions. Reporting directly to the Chief Executive Officer and as a key member of the Executive Leadership Team, the General Manager People, Capability & Equity will shape the people and capability architecture that enables Nurse Maude to grow, adapt, and continue delivering exceptional community care.

This is not a transactional HR role although operational HR sits within the portfolio. It is a strategic organisational development leadership position, calling for a leader who can think systemically, build capability across a large and complex workforce, and embed inclusive and equitable practice as a genuine organisational commitment.

Key responsibilities include:

- Leading the development and implementation of Nurse Maude's People and Capability strategy to ensure long-term sustainability, resilience, and growth.
- Driving organisational design and development, leading change, and building workforce and leadership capability across the organisation.
- Overseeing workforce planning and management aligned with service demand, organisational priorities, and future workforce requirements.
- Working closely with the Director of Nursing to ensure professional learning and development pathways support the attraction, retention, and development of a skilled clinical workforce.
- Leading the equity portfolio, encompassing accessibility, inclusion, and culturally responsive practice across a diverse workforce and community.
- Working with the Kaihautū/General Manager – Te Tiriti to ensure that our people plans align with and deliver a demonstrable commitment to Te Tiriti o Waitangi.
- Delivering an exceptional end-to-end employment experience that supports attraction, retention, and engagement across a workforce of 1,250 staff and 250 volunteers.
- Advising the CEO and Board on workforce risks, employment relations, and organisational health.

Skills & Experience

You will bring:

- Tertiary qualification in organisational development, human resources, business management, or a related discipline; postgraduate qualification preferred.
- Demonstrated experience leading organisational culture, design, and workforce transformation initiatives.
- Proven experience developing and implementing people strategies aligned with organisational objectives.
- Strong understanding of Te Tiriti o Waitangi and its practical application within organisational settings.
- Proven ability to promote culturally responsive approaches and equitable outcomes across a diverse workforce.
- Experience working with unions and managing employment relations in complex environments.
- Experience in healthcare, community services, or the public sector is preferred.
- A strong affinity with Nurse Maude's mission and values.

This is a rare opportunity to build something from the ground up — to design the people and capability framework for an organisation entering a new chapter. The breadth of this role is genuinely attractive: workforce strategy, organisational development, leadership capability, change leadership, and equity practice sitting together under one mandate. You will work alongside a new CEO and a committed Executive Leadership Team, with the platform and the purpose to make a lasting difference to one of New Zealand's most respected community healthcare organisations.



About Nurse Maude

Nā te manaaki kairangi ki ngā tāngata Māori o Aotearoa, me te whakaute hoki, ka whakatū mātou i te mauri me te mana o Nurse Maude.

By providing the best care for all the people of Aotearoa today, and treating every person with respect, we honour the spirit and mana of Sibylla Maude.

Nurse Maude is New Zealand's oldest community care and nursing organisation, founded in Christchurch in 1896 by district nurse Sibylla Maude. Her conviction that high-quality care belongs in people's homes and communities remains the organisation's founding purpose today.

Nurse Maude is a not-for-profit organisation. Surpluses are reinvested directly into care delivery, workforce capability, digital systems, and service improvement. There are no shareholders; the mission is the bottom line.

Today, Nurse Maude delivers services across Te Waipounamu (Canterbury, Nelson/Marlborough, with expansion into Dunedin planned) and Te Whanganui-a-Tara (Capital Coast and Hutt Valley). Services include district nursing, home care, palliative and hospice care, specialty clinics, and a care home. Whether supporting independence at home, providing comfort at the end of life, or innovating through technology and research, Nurse Maude remains a trusted leader in community-based healthcare.

The organisation operates through two legal entities: the Association, which covers operational activities, and the Foundation, which manages philanthropy and investment.

Our Year of Care

2024/25

1,251

Staff caring for people every day of the year



682

Support Workers and Residential Care Aids

233

Nurses

336

Other health professionals and support staff

133,942

District nursing visits

55,897

Specialty clinic appointments

Hospice Palliative Care

288

Patients

Community specialist service

1,399

Clients

2,764

Bed days

Palliative Aged Residential Care

2,814

Hours supporting residential care in the community

932,161

Homecare visits



Residential Care



75

Available beds



206

Residents care for



22,479

Bed days

20,700

hours

donated by

264

Volunteers



Our Promise, Values and Strategic Focus 2025/26

Our Promise

You are central to everything we do.

Whenever you contact us, you will receive a helpful response and high-quality service.



Prompt Responses

Your enquiries will be responded to promptly



Courtesy & Respect

You will be treated with courtesy and respect



Involvement

You will be listened to, and involved in, all aspects of the care we provide



Clear Communications

Explanations will be provided in a way you can understand



Prompt & Helpful

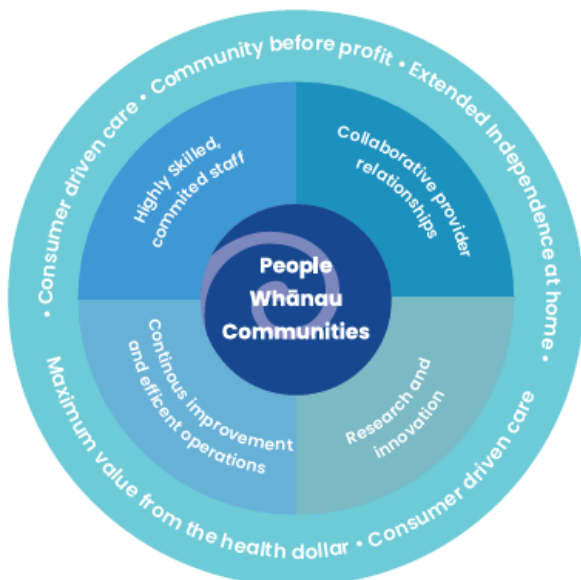
You will receive a prompt and helpful response to any problem



Continuous Improvement

You can rely on a continuously improving service

Strategic Focus 2025/26



Focus on quality and safety

We will achieve the highest quality care for our clients through constant improvement in our clinical and business processes.

Focus on equity

We will work to deliver equitable outcomes for all our clients.

Focus on Employee Engagement

We will care for and support the health, safety and wellbeing of our staff to enable them to provide the best of care to our clients.

Customer Satisfaction

Provide a voice to all our clients that encourages feedback that will improve and shape our services.

Growth

We will prepare for and seek out opportunities to expand our services.

Our vision

To be the best community health services provider in New Zealand as measured by the quality of our care, customer satisfaction and efficient use of resources.

Our mission

Improving wellbeing and alleviating suffering in our community.

Our Values

- **Care** – we care for and care about our clients, customers and colleagues.
- **Partnership** – we will always achieve more by working as a team.
- **Respect** – those whom we care for and work with deserve our respect.
- **Excellence** – continually looking for improvement.
- **Integrity** – we will keep our work and act in good faith in our dealings with others.

Our Services

- [Home Care Services](#)
- [District Nursing](#)
- [Specialty Clinics & Supply](#)
- [Care Home](#)
- [Hospice Palliative Care Service](#)

Click [here](#) for further information on services.

Our Board and Executive Management Team

At Nurse Maude, we are privileged to be guided by a Board which combines professional business, medical and clinical expertise

[Board Member Bios](#) and Executive Team

Our Foundation

The Foundation was established in 1989 and provides financial support for Nurse Maude's projects and initiatives that are not easily able to be funded elsewhere, including major building projects like the Nurse Maude Hospice.

The New Hospice

In early 2025, Nurse Maude broke ground on a [new hospice](#) that will ensure people in Canterbury can continue to access specialist palliative care in a comfortable environment. The Nurse Maude Foundation has committed \$5 million toward the new hospice build, with \$5.45 million in donations received to date. The new hospice facility was on track to open in mid-2026, representing a significant capital milestone for the organisation.

- [Nurse Maude website](#)
- [Financial Accounts FY2025](#)
- [Annual Review FY2025](#)



Role Description	
Role Title:	General Manager - People, Capability & Equity
Department:	People, Capability & Equity
Reports To:	Chief Executive Officer (CEO)
Location:	Christchurch
Last Reviewed:	May 2026

Position Objective

The General Manager - People, Capability & Equity provides strategic leadership for people and organisational development to build a high-performing, inclusive workforce which aligns with community needs.

The role leads the design and implementation of initiatives that strengthen organisational capability, culture, equity, and engagement. This includes development and strengthening of Nurse Maude's workplace inclusion and health, safety and wellbeing practices.

By delivering an exceptional end-to-end employment experience for employees, the role fosters strong attraction, retention and engagement of key talent that enables Nurse Maude to successfully deliver upon its organisational aspirations.

Key Results Areas

STRATEGY

- Contribute to Nurse Maude's overall organisational strategy and plans
- Lead the organisation's People and Capability strategy development to ensure long-term sustainability, resilience, and growth
- Work with the Kaihautū/General Manager – Te Tiriti to ensure that our people plans align with and deliver a demonstrable commitment to Te Tiriti o Waitangi
- Ensure service area People-related strategic initiatives align with organisational priorities and support sustainable service delivery.
- Identify and understand emerging workforce development trends to ensure services evolve to meet changing health, demographic, and social trends.
- Identify strategic workforce and organisational development opportunities aligned with Nurse Maude's strategy.

LEADERSHIP

- As a key member of the Executive Management Team actively contribute to strategic decision-making and effective and collaborative operational delivery
- Role model Nurse Maude's values and leadership expectations in everything you do
- Provide strong, values-based leadership to the People, Capability & Equity team
- Build organisational leadership capability and ensure clear accountability for leadership development across service areas
- Ensure workforce planning aligns with service demand, organisational priorities, and future workforce requirements
- Promote a culture of continuous improvement, collaboration, and client-centred care.

EQUITY

- Lead the development and implementation of strategies that reflect Nurse Maude's commitment to inclusion and equity and help to develop and strengthen our diverse workforce.
- Support the Kaihautū/General Manager – Te Tiriti to embed Te Tiriti o Waitangi across the organisation and strengthen cultural capability, supporting equitable health outcomes for whānau.
- Promote culturally responsive practices across the organisation ensuring organisational policies and practices support equitable outcomes for all employees
- Embed equity considerations into workforce practices and organisational decision-making.

PEOPLE & ORGANISATIONAL CAPABILITY

- Develop and lead a People strategy that enables sustainable, community-focused care delivery, addressing workforce supply, capability, and future service needs across home and community settings
- Strengthen workforce capability through capability development, leadership pathways, and workforce planning to ensure safe, high-quality care for diverse communities
- Foster a values-driven, compassionate culture that supports employee wellbeing, engagement, and retention, recognising the unique demands of community based health services
- Advise the CEO and Board on workforce risks, employment relations, and organisational health; ensure compliance with health sector standards and lead people-related change in a complex, evolving environment
- Ensure a positive end-to-end employee experience across recruitment, onboarding, development, engagement and retention
- Oversee health, safety and wellbeing strategies that support a safe and supportive workplace environment
- Ensure compliance with employment legislation and organisational policies
- Promote initiatives that support workforce sustainability and employee wellbeing
- Work collaboratively with the Director of Nursing to ensure professional learning and development pathways support the attraction, retention and development of a skilled clinical workforce across all service areas.

STAKEHOLDER ENGAGEMENT

- Build and maintain constructive relationships with peers with partner organisations, unions, workforce representatives, and key stakeholders

- Support collaborative engagement with internal and external stakeholders to strengthen workforce partnerships
- Represent Nurse Maude in relevant sector forums relating to workforce, organisational development, and equity initiatives.

HEALTH, SAFETY & WELLBEING

- Lead health, safety and wellbeing initiatives across Nurse Maude and work with the CEO to ensure that our policies and practices align with PCBU duties and expectation within relevant Health & Safety legislation and regulations
- Actively support the health, safety and wellbeing of the People, Capability & Equity team and over wider workforce
- Take reasonable care for your own health and safety and that of others, comply with organisational health and safety policies and procedures, and actively contribute to a safe and healthy workplace
- Integrate health, safety and wellbeing considerations into People planning, enterprise risk management and strategic decision-making
- Ensure robust reporting and resource allocation frameworks to support effective health, safety and wellbeing risk management.

Role Dimensions

Payroll	\$85 million
Total Workforce	1250 employees + 250 volunteers
Direct Opex	\$3 million
People, Capability & Equity Team	6 people

Qualifications, Experience, Skills, Competencies and Other Requirements

Essential Qualifications and Experience

- Tertiary qualified in human resources, organisational development, business management or another relevant discipline or equivalent experience
- Significant leadership experience working in partnership with Māori organisations, iwi and community groups
- Strong understanding of Te Tiriti o Waitangi and its application within organisational practices
- Demonstrated experience leading organisational culture and workforce transformation initiatives
- Proven experience developing and implementing people strategies aligned with organisational objectives
- Experience working with unions and managing employment relations in complex environments.

Preferred Qualifications and Experience

- Postgraduate qualification in human resources, organisational development, business administration, or a related field

- Experience working in healthcare, community services, or public sector organisations
- Experience leading health, safety and wellbeing programmes within large or complex organisations
- Fluency in Te Reo Māori.

Essential Skills and Competencies

- Strong strategic thinking with the ability to align workforce strategy with organisational goals
- Strong understanding of Te Tiriti o Waitangi and its application within organisational practices
- Exceptional people leader with the proven ability to lead organisational change and transformation
- Proven ability to promote culturally responsive approaches and equitable outcomes
- Strong negotiation and resilience skills .

Other Requirements:

- Entitlement to work in New Zealand.

Key Relationships:	
Internal	CEO and Board; Executive leadership; People, Capability & Equity team; Director of Nursing, People leaders across the organisation
External	Government agencies and regulators, unions, industry associations, peers within other healthcare organisations

Please note this position description is subject to review from time to time and may vary to meet changing service needs.

Sheffield Contacts



Andrea Bankier - Senior Consultant



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Andrea assists clients to create productive and sustainable work environments and deliver strategies that achieve organisational, business and individual outcomes. As an experienced organisational development consultant and human resource project manager, Andrea's learning and development expertise has allowed her to work with multidisciplinary teams, to build workforce capability across a range of sectors.



Emma Gifford - Search Consultant



Ph +64 3 374 9355, **Email** emma.gifford@sheffield.co.nz

Emma has a strong analytical and research background, with over 20 years' experience in professional services and consultancy firms. She combines an interest in what makes businesses work well with a genuine interest in candidate care and enjoys working in an environment with a strong team focus that delivers quality outcomes for our clients.



Nicola Young – Project Coordinator



Ph +64 3 353 5310, **Email** nicola.young@sheffield.co.nz

As Project Coordinator, Nicola guides candidates through every step of the recruitment process, ensuring a positive experience. With a keen eye for detail and a passion for connecting talent with opportunity, Nicola streamlines communication, coordinates interviews, and provides timely updates. Dedicated to excellence, Nicola ensures each candidate feels valued and informed, making the recruitment journey seamless and rewarding.



Jane Cotter - Project Coordinator



Ph +64 3 353 4357, **Email** jane.cotter@sheffield.co.nz

Jane has an extensive recruitment background, having worked the majority of her career in the sector, in both consultant and coordinator roles in UK, Middle East, Australia and New Zealand markets. She has worked with government and private companies across many disciplines including engineering, education and health. Her focus is always to make the appointment process for candidates and clients smooth and enjoyable.

Our Process



Search and Advertising

During this period a Sheffield consultant may contact you to discuss your application, explore your motivation for applying and assess your suitability and fit with the key competencies of the role. All applications received will be acknowledged via email.



Candidate Review

Sheffield will provide a formal report of all applications received with summarised candidates' information from CVs and cover letters, to the client for their consideration. All candidates will be advised of the status of their application within a week of the advertised closing date.



Consultant/Longlist Interviews

The lead consultant will interview those candidates selected for progression either face to face or via video meeting depending on location. The format will be a behavioural-based interview where you will be asked to provide examples from your career in relation to key competencies of the role. This will also be a chance to discuss motivations for applying and general career background, as well as to answer any queries you may have about the role.



Recommendations for Shortlist

From the initial longlist interviews, Sheffield make recommendations for shortlist to the client. We also provide a formal report to our client including summary points from your longlist interview. Those candidates not selected for further progression will also be advised at this stage.



Client/Shortlist Interviews

If you are progressing to the shortlist/client interview stage, you will be contacted and arrangements will be made for a suitable time for interview. We ask for your flexibility to make this work as easily for the client as possible.



Due Diligence and Decision

If you are the successful candidate this will involve reference checking and probity of education, employment and police records as well as online searches. Sheffield will support you with any due diligence required on your part. Unsuccessful candidates will also be informed at this stage and feedback will be provided.

How to Apply

Candidates can apply, in strict confidence, online at www.sheffield.co.nz.

To apply by email, please attach your cover letter and CV in PDF format where ever possible and send to cvchc@sheffield.co.nz quoting 9219aa.

Applications close on 28 June 2026. Emails will be electronically acknowledged, and further correspondence may be by email. For more information please phone Andrea Bankier on +64 27 447 8102.

Sheffield has prepared a Candidate Handbook which provides you with valuable information and suggestions for your job search. To read through the handbook please visit: [Candidate Handbook](#)

Working with Sheffield

You can expect that Sheffield will:

- Act with utmost integrity, honesty & with complete confidentiality
- Treat you with respect & comply with all relevant laws & policies
- Maintain a high level of communication throughout a recruitment process
- Demonstrate the highest levels of individual skills & knowledge

In return, we would like to expect that you will:

- Be up front and completely honest with us
- Prepare thoroughly for all interviews
- Treat your consultant as the potential employer with the same courtesy and respect they show you
- Work closely with your consultant

The information contained in this document is a reflection of the essential elements of the position and company history as represented to Sheffield by Nurse Maude and is not intended as a formal position description. It will be subject to further elaboration or clarification at a later stage in the selection process and Sheffield accepts no liability for any representations made in good faith.

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