

Position description

Clinical Director

Last revised date: November 2025

About Pathways, Real and the Wise Group

At **Pathways**, we provide community-based mental health and wellbeing services throughout New Zealand. We support people to live well and be part of the communities of their choice by providing a range of support services around practical daily living, leading a healthy life, employment, and housing. Pathways was established in 1989, introducing a new model of care to the mental health sector. Today, with our inspirational purpose of ‘supporting people to live full lives; hopeful and connected to what matters’, we’re continuing to lead, innovate and pioneer new ways of working.

We believe in upholding the articles of Te Tiriti o Waitangi and recognise it as the founding document of Aotearoa. We have a rautaki Māori, this is the platform that sets our expectations and approaches for addressing equity. The articles of Te Tiriti inform how we develop and design our kawa to ensure the mana of kaimahi, tāngata whai ora, taiohi and whānau remain upheld. Te reo Māori me ona tikanga influences our organisation. This means our practices, approaches, organisational rhythms and celebrations are informed by Māori tikanga.

We believe everyone can recover and we’re here to do everything we can to support them in their recovery. Our wairua or spirit of ‘whatever it takes’ is not just a slogan on the wall for us, our employees live this spirit every day. While mental health is our priority, total wellbeing is our goal. We work to strengthen whānau. We’re all about hope, respect and providing personalised support that changes as people’s needs change. We are committed to working in a trauma informed way, recognising the impact trauma may have had on people & working with them to build resilience and protective factors. Join us on our journey of helping people live a life they love. Today, Pathways is one of the largest NGO’s in Aotearoa with over 1100 kaimahi.

Real provides the youth services of Pathways and has been delivering services since 2010. At Real we believe mental wellness and wellbeing are possible for every young person. We are inspired by the dream that every young person can feel great about their future and help shape their community. We support young people to build resilience and wellbeing in youth-oriented, flexible, fun, and optimistic ways.

Real provides a range of community based and residential services nationally in partnership with Te Whatu Ora, Manatu Hauora and Oranga Tamariki. We seek to respond in ways which recognise and celebrate the mana of the young person. We help young people feel great by supporting them to build life skills, resilience, and strong connections with their whānau, friends and communities. We believe what we do now can have a life long impact.

Pathways is part of the **Wise Group**, one of the largest non-government providers in Aotearoa New Zealand. The Wise Group is a family of charitable entities, all linked by a common dream – to create new opportunities for the wellbeing of people, vulnerable populations, organisations, and communities.

Being part of the Wise Group gives Pathways access to a wealth of resources and support, both from our shared business infrastructure services and from other entities in the Group.

Position

Reports to:	Chief Executive
Location:	Auckland or Wellington
Purpose:	<p>The role reports to the Chief Executive and is part of the Pathways Executive Team (PET). Functionally the workplan of the Clinical Director also sits within the Business Operations Unit, ensuring alignment with national strategy and influencing practice, policy, procedures, and quality improvement.</p> <ol style="list-style-type: none">1. To provide national clinical leadership, direction, and expertise to Pathways' and Real to support the provision of quality robust services that continuously exceed organisational objectives.2. Ensure clinical best practice in the development, provision, and review of services and associated policies and practices.3. Provide support and leadership to our clinical governance, quality and risk structures.4. Be a clinical thought leader
Relationships (internal):	Pathways and Real senior leadership team, Pathways employees, Pathways Board of Directors, Wise Management Services, and other members of the Wise Group.
Relationships (external):	Tāngata whai ora and taiohi (people using Pathways and Real services) and their families/whānau and support people. Health NZ/Te Whatu Ora; Oranga Tamariki and other relevant Ministries. Health, Safety and Quality Council, Mental Health Foundation, Medical and Psychiatric stakeholders, other key health stakeholders including NGO colleagues, PHOs, community agencies and services. Platform Trust.

Ohia nui *Inspirational Purpose*

We support people to live full lives; hopeful and connected to what matters to them



Wairua

Spirit

Ahakoā te aha
Whatever it takes



Tūmanako tangata

Character Attributes

- Aroha *Loving*
- Whakahonohono *Connected*
- Harikoa *Joyful*
- Tika *Authentic*
- Manako *Hopeful*
- Māia *Courageous*
- Māhorahora *Generous*
- Pou Piripono *Reliable*

Mātāpono *Beliefs*

- Te Tiriti o Waitangi drives us to be pro-equity
- Living well is our goal, mental health and addiction is our priority
- We are part of great partnerships that deliver to people
- Peer support and lived experience are integral to what we do
- Helping everyone we support to have somewhere to live, something to do, something to hope for and someone to love
- Connected, diverse and compassionate communities build strength and resilience
- Our staff make the difference
- Sustainability influences our actions
- Evidence-based practice, tikanga and mātauranga underpins our mahi
- We invest in finding out 'What do you need right now?'

Aronga matua

Focus

Front of mind, every day

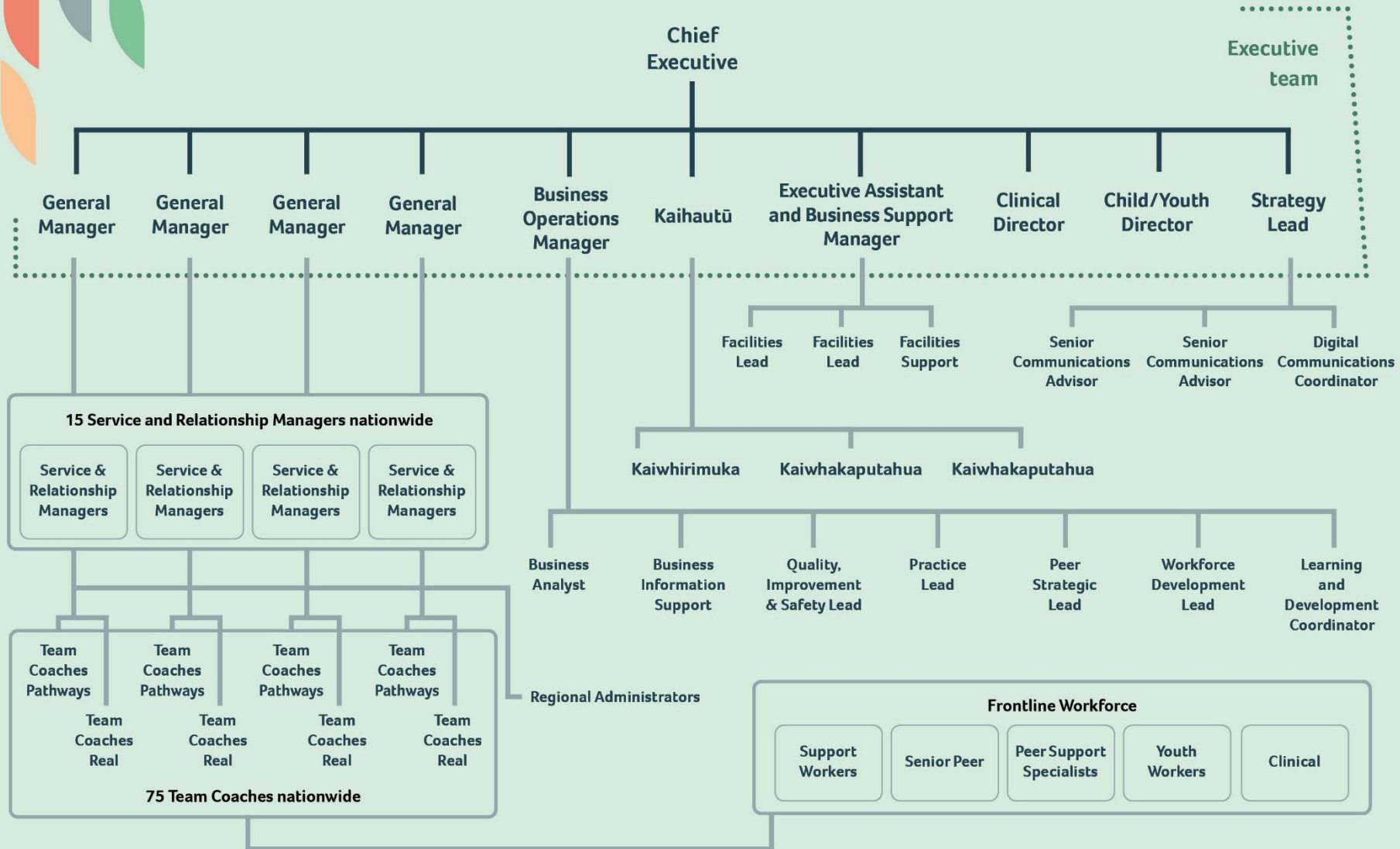
Wero nui

Greatest Imaginable Challenge

Every person using our services achieves equitable access and outcomes



Pathways and Real leadership structure



Business Support Service



People and Culture

Information Services

Property Solutions

Finance

Design and Digital

Requirements of the position

Focus	Activities	Outcomes
<p>Provide clinical governance, ensuring a 'clinical best practice' direction and perspective in the development, provision and review of services, and associated policies/practice.</p>	<ul style="list-style-type: none"> • Provide advice and support to the senior leadership team to ensure clinical excellence occurs throughout Pathways. • Work with the senior leadership team to minimise risk and identify and correct deficiencies in quality of care. • Work with senior leadership team to ensure that the quality of care is benchmarked, evaluated, and improved. • Participate in internal review processes, with a focus on clinical practice improvement. • Determine need for policy/practice review and improvement. • Contribute to policy development and review processes, ensuring clinical best practice is reflected where appropriate. • Contribute to the development of proposals for new services, providing a critique of clinical and risk needs/issues, and offering direction on staffing, service delivery elements and evidence-based models. • Identify opportunities for, and support, the implementation of research and evaluation activities within Pathways. • Strategically help the organization to measure and respond to risk with a positive risk philosophy and approach. • Provide clinical governance across the organisation • Partner with Child and Youth Director, ensuring integrated best practice across the lifespan. • Provide cover where required for Wairarapa OST prescriber 	<ul style="list-style-type: none"> • Pathways is regarded as highly clinically capable and competent. • Policies and processes reflect clinical best practice with reference to relevant standards, legislation, research etc. • Pathways contributes to the body of knowledge regarding evidence-based recovery.
<p>Support clinical competence and best practice within the workforce.</p>	<ul style="list-style-type: none"> • Provide national leadership to support registered health professionals, and other Pathways staff, to work within the scope of clinical best practice. • Provide advice and support to the senior leadership team to ensure Pathways supports registered health professionals to meet the requirements of the Health Practitioners Competency Assurance Act (HPCA Act) and the Social Work registration Board (SWB). • In consultation with the Pathways Senior Leadership Team, ensure the 	<ul style="list-style-type: none"> ▪ Registered health professionals meet HPCA Act and SWB requirements. ▪ Development opportunities aligned with our PPO and best practice for registered health professionals are identified and implemented. ▪ Registered health professionals are retained and feel valued for their skills and expertise.

	<p>professional training and development needs of registered health professionals are identified and supported, including engagement in post-graduate mental health and addictions programmes.</p> <ul style="list-style-type: none"> • Where appropriate, provide in-service training and development activities for registered health professionals. • Ensure Pathways staff remain aware of evidence-based models of care, contemporary clinical best practice models, approaches, theories etc. through research, participation in regional and national forums, liaison with relevant bodies and agencies etc. • Ensure registered health professionals undertake clinical supervision, coordinating access if required. • Work with Pathways senior leadership team to optimise opportunity for and engagement with tertiary providers regarding clinical placements. • Support kaimahi working in Pathways Wairarapa OST service with meeting their Continuing Professional Development (CPD) requirements. 	<ul style="list-style-type: none"> ▪ Registered health professionals are engaged and contributing actively to the kaupapa of Pathways and Real.
<p>Champion, lead and maintain internal critical incident reviews. Participate in external sentinel event reviews. Trauma informed debriefing processes are established and active.</p>	<ul style="list-style-type: none"> • Lead and maintain a comprehensive Critical Incident Review framework that: <ul style="list-style-type: none"> • ensures clinically relevant incidents are identified, evaluated, and responded to appropriately. • supports a full and robust review of critical incidents and provides opportunity for learning and quality improvement. • is aligned with being a trauma informed and “learn it all” organisation. • Review reportable events across the organisation and identify for the CE, executive and leadership strengths, risks and learning opportunities (immediate and systemic) • Support the Chief Executive with critical incident review and response • Provide as required thematic analysis and reporting for CE and Board. • Lead the Critical Incident Review process, including review of documentation and practice in relation to policy and systems issues, etc. Support regions to develop expertise in local information gathering and review. • Liaise with Clinical Directors of DHBs to ensure joint review processes where appropriate. 	<ul style="list-style-type: none"> • Critical incidents create opportunity for learning and system review that support clinical and service best practice. • Incident reviews are aligned with best practice, our PPO and are trauma informed. • Psychological first aid/debriefing methods are common practice when working through any critical incident. • Reviews are valued within Pathways and Real and seen as opportunities for continuous improvement and learning.

	<ul style="list-style-type: none"> • Coordinate and facilitate Critical Incident review meetings ensuring participation by all relevant parties and a forum is provided for robust and honest review. • Attend restraint panels and ad hoc service reviews as required. • Participate in the Pathways Quality Review Committee (Executive) to embed critical incident recommendations and clinical practice improvements. • Partner with Peer Development Lead and Kaihautū to ensure all processes honour kaimahi, tāngata whai ora and whānau 	
<p>Develop and maintain external clinical relationships</p>	<ul style="list-style-type: none"> • Develop and maintain strategic relationships with clinical directors within Te Whatu Ora. • Identify opportunities to work with GPs and primary care, and support Pathways to develop relationships with primary care providers. • Advocate for, and support, the employment of clinicians in the NGO sector. • Represent the NGO clinical workforce at relevant forums and national meetings. • Identify opportunities, and where appropriate, engage in relevant audit and research related to the role and responsibilities of clinical staff. • Develop and maintain links with other NGOs employing clinicians to foster a shared commitment to supporting and developing the workforce. 	<ul style="list-style-type: none"> • Pathways' clinical competence is recognised and valued. • Pathways is strategically working alongside primary care providers. • Role of clinical staff is understood and enhanced.
<p>Support Pathways in being an employer of choice for clinicians.</p>	<ul style="list-style-type: none"> • Work with Pathways Leadership Group, and People and Culture teams to identify recruitment strategies to attract clinical staff to Pathways and Real. • Liaise with health professional bodies and training providers in promoting Pathways as an employer of choice. 	<ul style="list-style-type: none"> • Recruitment and retention of the clinical workforce.
<p>Work in a culturally safe & respectful manner incorporating the principles of the Treaty of Waitangi, and be mindful of the cultural diversity of our community</p>	<ul style="list-style-type: none"> • Demonstrate knowledge and application of the articles of Te Tiriti. • Undertake all interactions in a respectful and culturally appropriate and sensitive manner. • Seek guidance regarding tikanga and culturally specific models/ approaches/behaviours etc. from appropriate sources. 	<ul style="list-style-type: none"> • Demonstrates behaviour that recognises and is consistent with equity principles and practices. • Contributes to a positive team environment.

<p>Be your very best</p>	<ul style="list-style-type: none"> • Plan regular uninterrupted times to meet with the CE to review your 90-day plan and seek feedback on performance. • Actively develop personal leadership skills. • Develop a learning and personal development plan with your manager and implement this plan as agreed. • Share knowledge gained from professional development experiences. • Work in a culturally safe and respectful manner incorporating the articles of Te Tiriti and be mindful of the cultural diversity of the community. • Role model a healthy lifestyle. • Love digital technology and develop opportunities for integration with Pathways. • You will be a champion of peers, integrated mental health and addiction services, trauma informed practices and wellbeing. 	<ul style="list-style-type: none"> • You are well prepared for any forums and meetings, sharing what’s working and what’s not and bringing solutions for improvement. • Your skills are current, and your innate curiosity means that you are always seeking new learning opportunities. • You demonstrate behaviour that is consistent with equitable practices. • Evidence of Te Tiriti articles are reflected in everyday practice and future organisational planning. • “Whatever it takes” and “what do you need today?” are part of your kawa.
<p>Think deeply, act together Āta Whakaarohia, Mahi Tahī</p>	<ul style="list-style-type: none"> • Participate in creating a culture of think and act as one. • Actively participate in and contribute to national leadership forums and regional meetings. • Represent Pathways and the Wise Group in a professional manner. • Provide positive and effective participation and collaboration with other parts of the Wise Group in the achievement of challenges. • Take responsibility for executing assigned tasks and projects in accordance with agreed performance standards. 	<ul style="list-style-type: none"> • The services of the Wise Group organisations feel connected to each other and to their work. • You are highly regarded for your contribution nationally by the organisation. • The service continually repositions itself to meet perceived future need. • Projects and tasks are completed within agreed timeframes and to agreed standards
<p>Be committed to safety and wellness in the workplace</p>	<ul style="list-style-type: none"> • Take responsibility for personal wellbeing and health management within the workplace. • Comply with legal obligations and safety and wellbeing policies and procedures. • Role model excellent safety and wellbeing practices by reporting identified workplace incidents, near misses and/or hazards through the safety and wellbeing system as per Wise Group safety and wellbeing policy and procedure. • Be committed to safety and wellbeing by following the Wise Group roles and responsibilities table (located on The Well). 	<ul style="list-style-type: none"> • Work practices are safe for self and others. • Policies and procedures are understood and followed as designed. • All safety and wellbeing reportable events are accurately reported within specified timeframes.

Accountabilities

Authority	<ul style="list-style-type: none"> The role operates within broad practices and procedures covered by functional precedents and policies, and managerial direction. Expected results are determined by the Chief Executive, and this position determines how and when they are to be achieved. Financial - Nil
Direct Reports	<ul style="list-style-type: none"> Nil

Know how

	Essential	Preferred
Practical and Technical Knowledge	<ul style="list-style-type: none"> Specialist Psychiatrist. Post graduate qualification in relevant area. Drivers Licence. Understands the Health Practitioners Competency Assurance Act and requirements of the Act as this applies to registered health professionals. Familiar with Ministry of Health Documents, relevant standards, and legislation. All relevant legislation as outlined in the Pathways Quality Improvement Framework. Working understanding of principles of recovery and trauma informed care. Working knowledge of article of Te Tiriti. Digital capability and ability to utilise AI and digital tools to complete role. 	<ul style="list-style-type: none"> Special interest or sub-specialty training in addictions Sound knowledge of working across the lifespan. Experience of quality improvement systems. Provision of professional supervision.
Experience	<ul style="list-style-type: none"> Contemporary understanding of community care and social inclusion. Experience in multi-disciplinary environments. Strong sector networks. Experience in breadth of psychological approaches to supporting wellbeing. A demonstrated ability and cultural competence in working with Māori and understanding of Te Tiriti o Waitangi. Clinical role modelling with high degree of maturity, stability, and self-confidence. 	<ul style="list-style-type: none"> Advanced clinical skills in the area of practice. Leadership experience.

Personal

- Excellent understanding of Mental Health (Compulsory Assessment & Treatment) Act (1992) and its application.
- Excellent communication skills, both written and verbal.
- Strong alignment with our Peak Performance Organisation (PPO) character attributes
- Demonstrable influencing and engagement skills
- Experience in facilitation and presentation.
- Commitment to continuous learning.