

Deputy Chief Executive - Primary Healthcare Ltd

Primary Healthcare Ltd (PHCL) exists to improve health and wellbeing outcomes in Aotearoa, and is 100% owned by Pinnacle Incorporated, our parent company. We are a group of 9 practices, with over 150 staff, delivering general practice services spanning the Waikato, Taranaki, and Bay of Plenty districts.

PHCL is a profit for purpose business. We run our practices with genuine commercial discipline not to enrich shareholders, but because the surplus we generate is the engine of our wider mission. Those returns flow to the Pinnacle Foundation, which reinvests in initiatives that strengthen primary care across the broader Pinnacle network – supporting equity, innovation, workforce, and the long-term sustainability of general practices in our communities. Put simply: the stronger our financial performance, the more we can give back. Every dollar of surplus is a dollar that can fund better health outcomes for whānau.

Beliefs – what we stand for

- We believe in general practice **leadership** in the community.
- We believe in giving people **choice** in how they engage.
- We believe **connected** systems should work for whānau.
- We believe in using **data** to inform decisions.
- We believe better health outcomes start with **access**.
- We believe in **digital empowerment**.
- We believe in **profit-for-purpose** – that a financially strong PHCL is what makes a thriving, equitable network possible.

These beliefs underpin our current strategic focus, which is centred on strengthening our target operating model, closing the equity gap for Māori and Pasifika, acquisition of practices, and delivering the sustainable financial returns that fund the Pinnacle Foundation and the broader network.

Your contribution

The Deputy Chief Executive provides strategic leadership and direction to our 9 general practices and is responsible for co-designing with the Pinnacle CEO the strategic vision of Primary Healthcare Ltd (PHCL). This includes oversight of the clinical performance of the practices (with a focus on equity) in clinical governance partnership with the Pinnacle Clinical Director. The role will be expert in running a complex clinical service, balanced with a relentless commercial focus - delivering on revenue and profitability objectives that are the foundation of our profit-for-purpose model.

This is a role for a leader who understands that strong returns are not an end in themselves, but the means by which PHCL funds the Pinnacle Foundation and sustains general practice across the network.

The Deputy Chief Executive is expected to bring a laser focus on returns, operating margin, and profitability, while simultaneously championing new and better approaches to creating sustainable general practice. Doing both at once – commercial rigor and bold innovation – is the defining challenge of this role.

Success in this role means delivering sustainable financial performance alongside an engaged and capable workforce, high-quality clinical services, equitable health outcomes and excellent patient experience. These outcomes are mutually reinforcing – strong people and services support strong financial performance, and financial sustainability enables ongoing investment in the workforce, practices and communities.

The Deputy Chief Executive collaborates internally to identify, harness, and orchestrate resources required to achieve operational and financial objectives and exceed staff and patient expectations. Coaching, supporting, and developing direct reports to deliver operational and commercial outcomes which ensure sustainable solutions for the day-to-day ownership and management of general practices within PHCL is also a key focus.

Your key focus

- Deliver a laser focus on returns and profitability – drive revenue growth, maximise operating margins, and consistently meet or exceed P&L financial result targets recognising that these surpluses fund the Pinnacle Foundation and the broader Pinnacle network.
- Treat financial performance as a core expression of our profit-for-purpose model – clearly connecting commercial outcomes to the health, equity, and sustainability outcomes they enable across the network.
- Champion new and innovating approaches to creating sustainable general practice, testing and scaling new models of care, funding, and operations that improve both financial viability and patient outcomes.
- Recruit, retain and develop a high performing team of skilled professionals that are highly regarded, accountable for results and have capability to deliver on strategic, operational and commercial objectives.
- Provide development opportunities for team; fosters cooperation and sharing of best practice and lead the transformation of general practices towards our target operating model.
- Lead by example by fostering a culture of strong staff engagement, safety and wellbeing.
- Lead the workforce in developing cultural responsiveness, with a focus on closing the equity gap for Māori and Pasifika.
- Work collaboratively with clinical experts and other key stakeholders to create sustainable clusters of services, identify, and improve on efficiencies and

ensure the provision of future-focused innovative health solutions.

- Embed environmentally sustainable practices that reduce waste, emissions and resource use while improving service efficiency, quality and financial sustainability.
- Manage expense budgets in accordance with forecasts and continuously improve the financial sustainability of each practice and the group as a whole.
- Ensure adequate resources and a framework to deliver on quality standards and risk or compliance requirements, monitor achievement of these standards, and provide direction and oversight to ensure continuous improvement.
- Lead the workforce delivering on patient focused activities that will ultimately lead to sustained patient satisfaction and better health outcomes within primary health care, including working with key stakeholders to understand feedback and align service activities and strategies to provide unmatched patient experience.

Your key skills and experience

Education / training

- Bachelor's degree in a business/health-related discipline or equivalent training essential.
- Additional qualifications, particularly in strategic leadership, change management, and/or finance would be advantageous.
- Current full clean drivers' licence.

Experience

- Significant experience in a senior management position, preferably within the health sector.
- Demonstrable track record of delivering strong financial returns and profitability growth in a complex, multi-site service environment.
- Solid experience in the management and leadership of diverse and dispersed high performing teams.
- Health-related business development and P&L management experience, with a record of improving operating margins.
- Experience introducing and scaling innovative operating or care models that improved sustainability and performance.
- Prior experience in developing a framework to achieve quality and compliance standards and demonstrable experience in achieving and maintaining compliance.
- Change management experience.

Knowledge / skills

- In depth healthcare sector knowledge.
- Detailed knowledge of quality and compliance requirements within the general practice environment.
- Robust emotional intelligence, strong active listener, visionary leader.
- Highly self-motivated and relentlessly results and returns driven.
- Exceptional commercial acumen, including ROI and NPV analysis, margin management, and the ability to connect financial performance to a profit-for-purpose mission.
- Understands and takes account of financial implications of business decisions, and balances short-term returns with long-term sustainability of general practice.
- Entrepreneurial mindset — comfortable testing new approaches and models to make general practice more sustainable.
- Advanced time management, organisation, and planning skills.
- Diplomatic negotiator.
- Demonstrated ability to build safe, inclusive and accountable workplace cultures.
- Strong understanding of Te Tiriti o Waitangi obligations and their practical application in health service leadership.
- Ability to lead through complexity, ambiguity and competing priorities.
- Strong governance, risk-management and executive reporting capability.
- Ability to influence and build trusted relationships across clinical, operational and community settings.
- Sound understanding of workforce planning, succession and leadership development.
- Ability to use performance data to make decisions and monitor financial, workforce, clinical, equity and environmental outcomes.
- Commitment to ethical leadership and sound judgement, particularly when balancing commercial, workforce and patient considerations.
- Understanding of environmental sustainability and its application in healthcare operations.
- Use Outlook for professional email management, scheduling, and calendar coordination
- Open to, and capable of using modern digital tools and technologies, including AI-enabled solutions, to improve efficiency, accuracy, and quality of work, while maintaining appropriate controls and judgement.

Organisational citizenship responsibilities

Cultural responsiveness

- Inclusive of all cultures and respect diverse beliefs, protocols and practices
- Commitment to the values, concepts, and principles of Tikanga Māori
- Understanding and relevant knowledge of Te Tiriti o Waitangi
- A commitment to achieving health equity

Health, safety and wellbeing

We work together to make sure we have a safe and productive environment for all staff, contractors and visitors. We all have a part to play in achieving this, so as a PHCL employee, you are expected to:

- Immediately report any unsafe work conditions or equipment, or incidents or injuries to your manager, and liaise with the administration team to ensure the corresponding documentation is completed, i.e. near miss form, hazard identification form, or incident form.
- Participate in risk assessment activities where required.
- Ensure awareness of and abide by all safety procedures in the event of an emergency.
- Undertake and actively participate in all safety induction processes and procedures at the commencement of employment.
- Ensure awareness of, and adherence to, safe work practices, instructions and rules and ensure all duties within the workplace are undertaken in a manner which ensures both individual health and safety and that of all other workers.
- In the event of an injury, actively and positively participate in relevant 'return to work' processes.
- Cooperate and encourage all workers to create and maintain a healthy and safety work environment.

Ensure all activities conducted comply with our environmental policies and report all environmental incidents.

Quality and continuous improvement

Actively participate in continuous quality improvement and risk management, both at a professional and team level, by consistently seeking ways to continually improve processes and procedures and identifying opportunities to minimise risks.