

Role Description

Position:	Charge Nurse Manager
Service / Directorate:	Acute Pain Management Service Surgery, Women and Children's Directorate
Responsible to:	General Manager Anaesthesia, ICU, Theatres and Perioperative Services

Our Mission:

Together, Improve the Health and Independence of the People of the District

Our Vision

Keeping our community healthy and well.

Our Values:

- Innovation
- Action
- A focus on People and Patients
- Living the Treaty
- Professionalism through Leadership, Honesty, Integrity and Collaboration
- Excellence through Effectiveness and Efficiency

Context

Organisational perspective

Capital & Coast District Health Board (CCDHB) receives funding to improve, promote and protect the health of the people within Wellington, Porirua and Kapiti region.

CCDHB is a tertiary provider operating Wellington Regional Hospital, Kenepuru Community Hospital, Kapiti Health Centre and Ratonga Rua-o- Porirua, a Forensic, Rehabilitation and Intellectual Disability Hospital. We have an annual budget of more than \$1 billion which we use to deliver health services directly as well as contracting external providers.

We provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services. Approximately 6,000 staff work at Capital & Coast District Health Board.

Directorate Perspective

The key areas of focus for the Surgery, Women and Children's Directorate are:

- To improve patient safety and clinical effectiveness
- To provide a seamless transition into the new Children's Hospital due for completion in 2020.
- To lead and develop new ways of working across the directorate between primary, community and secondary health care settings.

- To increase leadership capability within the Directorate
- To meet elective services discharge health targets
- To meet ESPI targets
- To improve efficiency and live within our financial means
- To improve the acute patient pathway and decrease length of stay in ED (achieve the national benchmark target of 95% patients discharged from ED within 6 hrs)
- To successfully implement care capacity demand management across the Directorate
- To ensure clinical efficiencies and the effectiveness of clinical supply use across the directorate

Position Purpose and Unit Perspective

Service perspective

The Acute Pain Management Service (APMS) is co-ordinated by the Department of Anaesthesia and Pain Management and specialises in operative and trauma pain management at Wellington Regional Hospital. The service oversees the inpatient management of patients with complex chronic/persistent pain from all clinical areas at Wellington Hospital.

In addition to the clinical supervision of patients with advanced analgesic techniques and complex pain at Wellington Hospital the APMS provides a consultative and educational service for CCDHB which includes Kenepuru Hospital.

Role perspective

Capital and Coast DHB has undertaken major organisational change in the way that services are delivered. Recent changes include the move to the regional hospital and embedding new models of care and a culture that values quality. The Charge Nurse Manager (CNM) role is a critical leadership role for the implementation of these and other organisational changes.

Workforce is an important priority for CCDHB Nursing & Midwifery. Developing nursing & midwifery workforce strategies, frameworks, & plans to optimise workforce capability are goals for the organisation. Another goal includes cultivating skill and scope development, expanded practice and skill sharing (Including Nurse prescribing and developing Nurse Practitioner notes).

Quality improvement is also an important priority. The CNM will provide clinical leadership on the floor to bring about practice improvements whilst managing the ward and ensuring the effectiveness of the multidisciplinary team and the appropriateness of ward support.

The CNM also has a key responsibility for team and professional development ensuring ever higher levels of safe and competent practice. This requires a greater organisational focus and understanding alongside service and specialty knowledge and expert nursing knowledge. The CNM is the key point of contact for the MDT in their area of responsibility.

Another expectation is that CNMs provide visible leadership and coordination of their teams on a daily basis. The role thus combines generic management functions with clinical day-to-day leadership.

Change leadership is an important aspect of this role. The environment is one of continuing change. The CNM role needs to be a strong advocate for the organisation's strategic direction and change programme as well as being at the forefront of implementing change.

With the Clinical Leaders and the Operations Manager the CNM will ensure the unit is run in a way that is clinically effective and operationally efficient and all goals are achieved – the outcomes and results of which can be measured. This role normally works Monday – Friday, 8am – 4.30 pm.

Purpose of the role

To lead the implementation of organisational initiatives, provide day-to-day management and clinical governance of all nursing areas (people, process, and physical resources) to ensure a safe patient journey within the area of responsibility.

The role of the CNM extends across all clinical areas in CCDHB and provides/promotes:

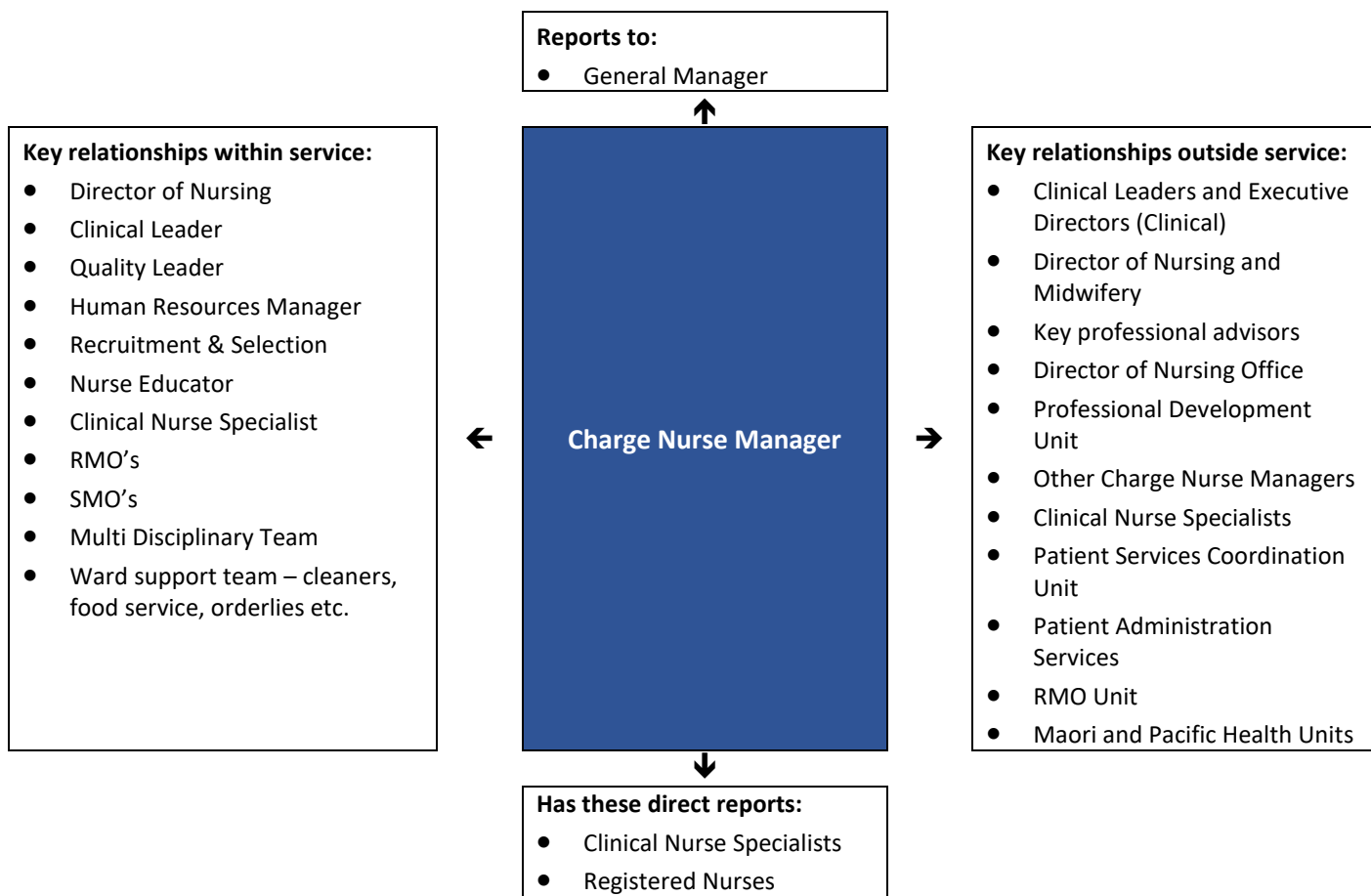
- Clinical practice and educational focus on pain management
- Increased knowledge and understanding of pain management for health care professionals and consumers
- Professional leadership and development of basic and advanced pain management knowledge
- Interdisciplinary approach to pain management
- Quality improvement and risk management processes relating to pain management practice within the organisation
- Best practice standards in pain management to improve the patient experience in alignment with organisational goals.

Key Accountabilities

Key Accountability	Deliverables / Outcomes	Key Performance Indicators / Measures
Leadership	<ul style="list-style-type: none"> • Contributes to achievement of strategic direction for defined care area(s) • Manages systems, processes & resources that enable staff to meet the needs of the patient / consumer / tangata whaiora in an efficient & effective manner. • Organisational advocacy • Clinical coordination/visibility • Clinical leadership for multi-disciplinary team work. • HR/Performance Management • Reporting 	<ul style="list-style-type: none"> • Achievement of relevant goals in service plan • Quality and Patient Safety Indicators • Nursing Sensitive indicators • Patient Satisfaction • Complaint Rates • Rostering Compliance and requirements met • Staff feedback • Success indicators for organisational initiatives • Monthly meetings with staff to share organisational values / vision / goals / messages • Wider organisational involvement e.g. patient flow and bed management • Is able to articulate clinical/nursing requirements of the area's case mix • Feedback from MDT • Length of Stay • Occupancy • Unplanned readmissions • HR processes and Annual Performance reviews completed for all direct reports • 100% new staff oriented to organisation and unit • Reports provided complete and on time
Quality and Risk	<ul style="list-style-type: none"> • Professional leadership to the nursing/ team, developing the nursing/ services & monitoring quality, including standards of practice & service standards • Management of people, systems & resources within a defined care area to ensure that service delivery is of a high standard. • Access to the services is maintained at all times • Line Manager informed of areas of risk and strategies adopted to eliminate or mitigate risk 	<ul style="list-style-type: none"> • Audit schedule - activities are monitored, reported and a plan developed and initiated to address identified issues • Nursing Sensitive Indicators • Service plans • Risk Register • Reportable Events response and completion of process • Complaints response • Speciality standard compliance • Quality Framework

<i>Key Accountability</i>	<i>Deliverables / Outcomes</i>	<i>Key Performance Indicators / Measures</i>
		<ul style="list-style-type: none"> • Accreditation compliance • Certification compliance • Quality improvement activities
Change Management	<ul style="list-style-type: none"> • Leadership of the implementation of organisational changes as they apply within ward / service • On a day to day basis identifies, supports and implements initiatives to enhance service quality, effectiveness and efficiency, including allocation and delegation of duties to team members 	<ul style="list-style-type: none"> • Meets management of change requirements (legal, contractual and policy) • Ongoing improvement is evidenced
Workforce	<ul style="list-style-type: none"> • Planning Resources • Staff will be engaged in appropriate education • Participates in staff recruitment and selection processes 	<ul style="list-style-type: none"> • Evidence of workforce plans • All nursing staff (CNSs) are on the PDRP • All CNS's are engaged in Post-graduate studies • All nursing staff have Portfolio evidence of ongoing Nursing Council competence requirements. • All nurses meet organisational core competency • Staff recruitment undertaken on time and in accordance with CCDHB standards/best practice
Financial Management	<ul style="list-style-type: none"> • Management of people, systems & resources within a defined budget • Plans and prioritises annual Capex requirements liaising with all members of the MDT • Ensures that all team members are aware of costs and implications of usage of supplies • Contribute to budget planning processes 	<ul style="list-style-type: none"> • Manages within budget • Understands and can explain variances to line by line budget • Initiates actions to address budget variances • Plans to minimise waste are evident
Professional Development	<ul style="list-style-type: none"> • Maintains personal annual practising certificate and meets PDRP requirements • Studies at an advanced or postgraduate level. 	<ul style="list-style-type: none"> • Portfolio evidence of ongoing Nursing Council competence requirements. • Evidence of study outcomes on role development and practice /service developments • Evidence of reading and currency of knowledge
Occupational Health & Safety	<ul style="list-style-type: none"> • Safety Management - proactive Health & Safety systems are in place • Injury Management - reactive safety management systems are in place 	<ul style="list-style-type: none"> • Hazard registers are complete and reviewed 6 monthly in consultation with staff • H&S objectives are specific, measureable, achievable, realistic and time-framed and set as part of the service planning cycle and reviewed annually in consultation with staff • All new staff undergo pre employment screening • All staff have completed H&S orientation and know what to do in the event of an injury which occurred at work • An Initial Needs Assessment (INA) is completed within 48 hrs of staff work injury notification • Weekly monitoring is carried out with staff away from work with an injury • A reportable event and review is completed for work accidents

Key Relationships & Authorities



Capability Profile

Competencies

The role holder must be able to demonstrate achievement of the competencies of a registered nurse as per the requirements of the Nursing Council New Zealand as per the Health Practitioners Competence Assurance Act (2003). See www.nursingcouncil.org.nz and www.hpcanet.org.nz.

In addition to the above, solid performance in the role requires demonstration of the following CCDHB competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
Problem Solving	<ul style="list-style-type: none"> Uses rigorous logic and methods to solve difficult problems with effective solutions Probes all fruitful sources for answers Can see hidden problems Is excellent at honest analysis Looks beyond the obvious and doesn't stop at first answers
Priority Setting	<ul style="list-style-type: none"> Spends his/her time and the time of others on what's important Quickly zeroes in on the critical few and puts the trivial many aside Can quickly sense what will help or hinder in accomplishing a goal Eliminates roadblocks Creates focus
Delegation	<ul style="list-style-type: none"> Clearly and comfortably delegates both routine and important tasks and decisions

Competency	Behaviours
	<ul style="list-style-type: none"> • Broadly shares both responsibility and accountability • Tends to trust people to perform • Lets direct reports and others finish their own work
Motivating Others	<ul style="list-style-type: none"> • Creates a climate in which people want to do their best • Can motivate many kinds of direct reports and team or project members • Can assess each person's key drivers/values and use these to get the best out of him/her • Pushes tasks and decisions down • Empowers others • Invites input from each person and shares ownership and visibility • Makes each individual feel his/her work is important • Is someone people like working for
Managing Vision and Purpose	<ul style="list-style-type: none"> • Communicates a compelling and inspired vision or sense of core purpose • Talks beyond today • Talks about possibilities • Is optimistic • Creates mileposts and symbols to rally support behind vision • Makes the vision sharable by everyone • Can inspire and motivate entire units or organisations
Customer Focus	<ul style="list-style-type: none"> • Is dedicated to meeting the expectations and requirements of internal and external customers • Gets first-hand customer information and uses it for improvements in products and services • Acts with customers in mind • Establishes and maintains effective relationships with customers and gains their trust and respect
Building Effective Teams	<ul style="list-style-type: none"> • Blends people into teams when needed • Creates strong morale and spirit in her/his team • Shares wins and successes • Fosters open dialogue • Lets people finish and be responsible for their work • Defines success in terms of the whole team • Creates a feeling of belonging in the team
Cultural Skills	<ul style="list-style-type: none"> • Words and actions show an understanding of the implications for one's work of Te Tiriti o Waitangi principles and Maori perspective as tangata whenua. • Values and celebrates diversity - showing respect for other cultures and people's different needs and ways of living. • Shows an awareness of gaps in, and a desire to increase, cultural knowledge and inter-cultural practice relevant to one's work. • Accesses resources to make sure culturally appropriate and language appropriate services are provided. • Draws on a client's own cultural resources and support frameworks.

Other aspects of capability not covered by the above competencies

Knowledge and Experience:

- Significant nursing experience and knowledge
- Management and leadership experience and knowledge

Essential Professional Qualifications / Accreditations / Registrations:

- Registration with the Nursing Council of New Zealand as an RN
- Current practising certificate
- Relevant post-graduate qualification or working towards Masters of Nursing (Clinical).

Someone well-suited to the role will place a high value on the following:

- High quality care for the patient/client/whanau
- Coordination of services to clients
- Efficient and effective ward and service management
- Ensuring that they follow through on their work
- Delivering identified outcomes
- Measurement and monitoring
- Clinical coordination

Capital and Coast District Health Board (CCDHB) is committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

CCDHB is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Maori cultural practices.

The role description will be reviewed regularly in order for it to continue to reflect the changing needs of the organisation. Any changes will be discussed with the position holder before being made. Annual objectives and performance measures will be set each year during the annual performance planning and development meeting.