

## Position Description

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<b>Position</b>	Associate Charge Nurse Manager
<b>Team / Service</b>	Surgical Assessment Planning Unit (SAPU)
<b>Group</b>	Surgical Services
<b>District</b>	Capital, Coast & Hutt Valley
<b>Responsible to</b>	Charge Nurse Manager
<b>Children's Act 2014</b>	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
<b>Location</b>	This position is expected to work at Capital and Coast only. From time to time as part of Variance Response you may be required to work in other areas.

## Te Whatu Ora

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The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

## Context

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Capital, Coast & Hutt Valley district provides hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are accountable for meeting the needs of and improving health outcomes for all the constituent populations of our district, and the region more broadly. Together we:

- provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- fund local health providers and work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- deliver health services directly as well as contracting external providers
- Provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services.

The majority of the district's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people. Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

Te Wao Nui, the Child Health Service for the Wellington Region and Central New Zealand based in the new purpose built children's hospital on the Wellington Regional Hospital campus, supports babies to adolescents with medical conditions or who may need paediatric surgery. It provides both hospital and outpatient services.

Women's Health Services provide tertiary level maternity care in Wellington and Hutt Regional Hospitals and a Primary Birthing Unit in Kenepuru. The provision of services from Women's Health encompass community-based primary LMC care and breastfeeding support, and tertiary level obstetrics, gynaecology, and other specialist services.

Kenepuru Community Hospital and Kapiti Health Centre provide secondary and community services based in Porirua and the Kapiti Coast

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

## Te Tiriti o Waitangi and Māori Health Outcomes

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Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

**Mana whakahaere** Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.

<b>Mana motuhake</b>	Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives, and to live on Māori terms and according to Māori philosophies, values and practices including tikanga Māori.
<b>Mana tāngata</b>	Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.
<b>Mana Māori</b>	Enabling Ritenga Māori (Māori customary rituals) which are framed by Te Aō Māori (the Māori world), enacted through tikanga Māori (Māori philosophy & customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

We will target, plan and drive our health services to create equity of health care for Māori to attain good health and well-being, while developing partnerships with the wider social sector to support whole of system change.

## The Vision, Mission and Values from our District

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We bring forward and join our values within our district. These will change as we become a team of teams within Te Whatu Ora.

### Hutt Valley

#### Vision

Whanau Ora ki te Awakairangi: Healthy people, healthy families and healthy communities are so interlinked that it is impossible to identify which one comes first and then leads to another.

#### Mission

Working together for health and wellbeing.

#### Ō mātou uara – Values

Mahi Pai 'Can do': Mahi Tahi in Partnership: Mahi Tahi Te Atawhai Tonu Always caring and Mahi Rangatira being our Best

### Capital and Coast

#### Vision

Keeping our community healthy and well

#### Mission

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

#### Value

Manaakitanga – Respect, caring, kindness  
Kotahitanga – Connection, unity, equity  
Rangatiratanga – Autonomy, integrity, excellence

## District Responsibility

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The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and HNZ policy.

Te Whatu Ora 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 Māori cultural practices.

We are 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.

## Group Perspective

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The Surgical Service Group is one of six within CCHV district provider services. Specialties within the Directorate are at secondary and tertiary level with service provision for the district, the central Region and wider Regions. Surgical operating provision is largely across 3 hospitals (Wellington, Hutt, and Kenepuru) and a district outsourcing plan with private providers. Outpatient clinics are held at Wellington, Hutt Valley, Kenepuru, Paraparaumu, contracted at private provider sites, Marae and through hub and spoke arrangements at other regional hospitals.

## Team/Service perspective

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The Surgical Assessment and Planning Unit (SAPU) provides short stay care for adult patients from a variety of surgical specialties who need diagnostic tests, observation and surgical treatment. This is a challenging and exciting area to work in with high volumes of patients.

In SAPU we aim to deliver quality care to adult patients of all ages and culture and to support them to reach their full potential in health. This is achieved through a partnership of care, support and shared responsibility. Our facility is comprised of 12 inpatient beds, 4 assessment chairs and 2 assessment rooms.

We offer excellent opportunities for professional development in a supportive learning environment. SAPU is led by a Charge Nurse Manager and has a Nurse Educator and team of nurses. The Team Nursing Model of Care is practised in our area. The senior team is committed to working with staff at the bedside to provide support and education, ensuring excellence in patient care.

## Purpose of the role

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The Associate Charge Nurse Manager (ACNM) position is responsible for assisting with the effective management of SAPU. The ACNM will do this by working with the Charge Nurse Manager (CNM) Operations Manager (OM) to assist with managing and leading the people, systems, processes and resources that facilitate clinically safe, efficient and effective service delivery across SAPU.

The position is focussed on facilitating acute patient flow from the Emergency department for patients of surgical specialties who need diagnostic tests, observation and surgical treatment. The ACNM will work closely with Ward 7 North and the wider organisation to assist with acute surgical flow. The ACNM will assist to provide clinical and professional leadership to the team, developing the nursing service, ensuring quality standards are met and contributing to the strategic direction for surgical services.

The outcomes of the role are to improve the health and well-being of patient and whānau, in an environment that promotes excellence in surgical care and education, inspiring staff to reach their full potential.

The ACNM will respond to the District's changing needs, performing other tasks as required. The ACNM is expected to contribute to implementing District and nursing goals and values, while promoting Te Whatu Ora – Health New Zealand Capital, Coast and Hutt Valley as a centre of excellence for nursing practice.

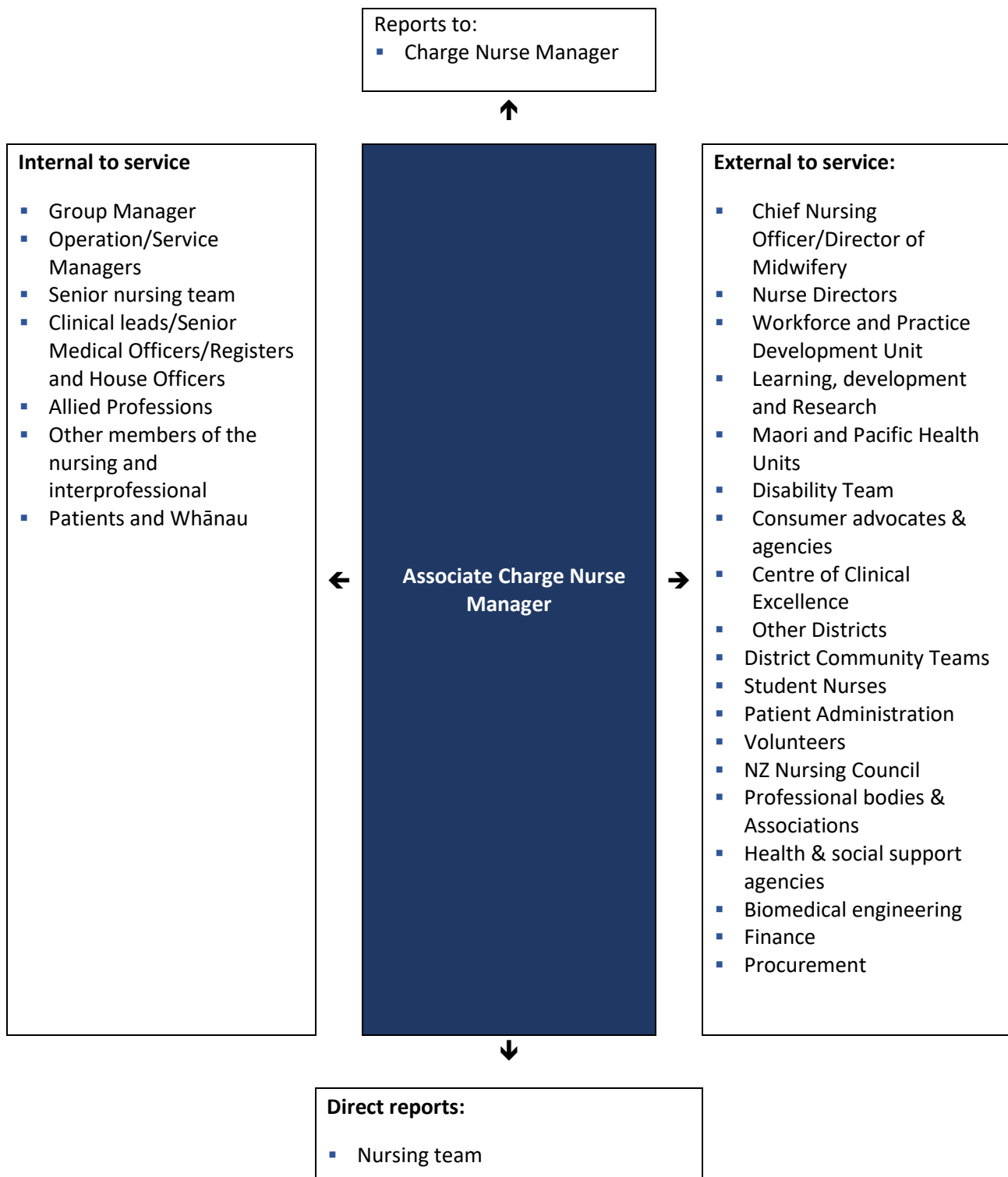
## Key Accountabilities

In this Role Description, the terms person or patient refer to those who use health services, who in different settings may be referred to as tangata whaiora, health consumer or client.

Key accountabilities	Deliverables / Outcomes
<b>1. General Accountabilities</b>	<ul style="list-style-type: none"> <li>▪ Maintains a strict sense of professional ethics, confidentiality and privacy and abide by the District Code of Conduct;</li> <li>▪ Assist the CNM to lead a culture of safe practice by ensuring that practice meets health and safety requirements at work legislation, and appls the District policies and processes;</li> <li>▪ Assists the CNM to role model application of Te Tiriti o Waitangi principles;</li> <li>▪ Champions equity and diversity in the workplace;</li> <li>▪ Contributes to the achievement of Service and District KPIs and goals.</li> </ul>
<b>2. Leadership</b>	<ul style="list-style-type: none"> <li>▪ Articulates a strong nursing vision and provides leadership to achieve strategic goals and objectives;</li> <li>▪ Assists the CNM to manage systems, processes, and resources that enable staff to meet the needs of the patient/whanau;</li> <li>▪ Role models and promotes high standards of practice.</li> <li>▪ Supports change implementation</li> <li>▪ Visible and accessible to all members of the team</li> <li>▪ Supports and contributes to service and organisational forums and disseminates information to staff</li> <li>▪ Contributes to ward /unit planning, strategic direction and objectives;</li> <li>▪ Readily shares knowledge and skills, provides guidance and coaching to develop staff and promotes workforce development;</li> <li>▪ Supports the CNM, OM to manage team dynamics to ensure a cohesive, strong nursing team within the broader interdisciplinary team;</li> <li>▪ Manages conflict situations, working to a constructive resolution;</li> <li>▪ Represents service in a positive and professional manner to staff, patients and whanau;</li> <li>▪ Contributes to strategic links and partnerships within the District to ensure that services are well integrated;</li> <li>▪ Assists CNM to coordinate the development and review of clinical policies and procedures in line with best practice following appropriate District process;</li> <li>▪ Works in partnership with cultural advisors to provide appropriate services as determined by the service users;</li> <li>▪ Promotes a practice environment where nurses can exercise independent judgement and apply ethical principles to resolve patient care issues;</li> <li>▪ Supports the implementation, monitoring and reporting of data collection to assist with managing demand and appropriate allocation of resources</li> </ul>
<b>3. Financial Resource Management</b>	<ul style="list-style-type: none"> <li>▪ Supports CNM to manage the service budget</li> <li>▪ Promotes sustainability and the minimisation of waste</li> </ul>

	<ul style="list-style-type: none"> <li>Identifies and facilitates repair of equipment that needs maintenance or replacement</li> <li>Contributes to identification of equipment for purchase under capital expenditure</li> <li>Supports the CNM and nursing team to ensure accurate and timely data is available for annual FTE Calculation as per Care Capacity Demand Management (CCDM) Programme requirements.</li> </ul>
<b>4. Quality and Risk</b>	<ul style="list-style-type: none"> <li>Supports CNM to identify, monitor and report risks, implementing appropriate risk mitigation as delegated by CNM</li> <li>Participates in the review of complaints/reportable and serious events, using findings to minimise risk and improve practice</li> <li>Champions innovation and evidence based practice within workplace ;</li> <li>Leads or supports audit activities and facilitates the development of appropriate corrective action plans, following through and monitoring where deficits in care are identified in partnership with CNM;</li> <li>Supports CNM to ensure Accreditation and Certification compliance;</li> <li>Assists CNM with effective continuous quality improvement programme within the service</li> <li>Ensures documentation within the unit/ward meets District, legal, contractual and professional requirements;</li> <li>Alerts CNM to the need to arrange support and debrief following events that have, or have the potential, to impact on staff;</li> <li>Provides defusing support immediately after events that occur that have the potential to impact on staff.</li> </ul>
<b>5. Workforce</b>	<ul style="list-style-type: none"> <li>Supports CNM to recruit, develop and retain the nursing workforce;</li> <li>Actively champions Professional Development and Recognition Programme (PDRP) and encourages all staff to participate;</li> <li>Positively leads, supports and implements the Care Capacity Demand Management (CCDM) programme including Variance Response Management VRM for the ward/unit/service;</li> <li>Ensures rosters comply with agreed roster model and MECA requirements as delegated by CNM</li> <li>Provides staff with timely, accurate and constructive feedback on performance</li> <li>Raises concerns about conduct/competence issues with CNM in timely manner.</li> <li>Participates in appraisal of staff in collaboration with CNM</li> </ul>
<b>Patient care delivery</b>	<ul style="list-style-type: none"> <li>Coordinates the team on a shift-to-shift basis to effectively manage staff allocation, patient flow and provision of care</li> <li>Activates and implements Standard Operating Procedures when required.</li> <li>Role models and promotes high standards of practice.</li> <li>Works in partnership with cultural advisors to provide culturally safe care</li> <li>Provides direct patient care as required.</li> </ul>

## Key Relationships & Authorities





## Capability Profile

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

Competency	Behaviours
<b>Equity</b>	<ul style="list-style-type: none"> <li>Commits to helping all of our people to achieve equitable health outcomes;</li> <li>Demonstrates critical consciousness and on-going self-reflection in terms of the impact of their own culture on interactions and service delivery;</li> <li>Supports the dismantling of policies, procedures and practices that cause inequity;</li> <li>Supports Māori-led responses;</li> <li>Supports Pacific-led responses;</li> <li>Supports Disability-focused responses.</li> </ul>
<b>Commitment to Kawa Whakaruruhau</b>	<ul style="list-style-type: none"> <li>Demonstrates understanding and application of the principles of Te Tiriti O Waitangi to nursing practice;</li> <li>Works towards achieving equitable health outcomes for Māori;</li> <li>Supports tangata whenua/mana whenua led change to deliver mana motuhake in the design, delivery and monitoring of health care;</li> <li>Supports Māori oversight and ownership of decision making processes necessary to achieve Māori health equity;</li> <li>Support the expression of hauora Māori models of care and mātauranga Māori.</li> </ul>
<b>Managing vision and purpose</b>	<ul style="list-style-type: none"> <li>Communicates a compelling and inspired vision or sense of core purpose;</li> <li>Is optimistic;</li> <li>Makes the vision sharable by everyone;</li> <li>Can inspire and motivate entire units or organisations.</li> </ul>
<b>Motivating others</b>	<ul style="list-style-type: none"> <li>Creates a climate in which people thrive and want to do their best;</li> <li>Can motivate and bring the best out of different and diverse team members;</li> <li>Pushes tasks and decisions down;</li> <li>Empowers others;</li> <li>Invites input from each person and shares ownership and visibility;</li> <li>Makes each individual feel their work is important;</li> <li>Is someone people like working for.</li> </ul>
<b>Building effective teams</b>	<ul style="list-style-type: none"> <li>Communicates and collaborates effectively with different members of the team;</li> <li>Blends people into teams when needed;</li> <li>Creates strong morale and spirit in their team;</li> <li>Shares wins and successes;</li> <li>Fosters open dialogue;</li> <li>Let people finish and be responsible for their work;</li> <li>Defines success in terms of the whole team;</li> <li>Creates a feeling of belonging in the team.</li> </ul>
<b>Managing vision and purpose</b>	<ul style="list-style-type: none"> <li>Communicates a compelling and inspired vision or sense of core purpose;</li> <li>Talks beyond today;</li> <li>Talks about possibilities;</li> </ul>



Competency	Behaviours
	<ul style="list-style-type: none"> <li>Is optimistic;</li> <li>Creates mileposts and symbols to rally support behind vision;</li> <li>Makes the vision sharable by everyone;</li> <li>Can inspire and motivate entire units or organisations.</li> </ul>
Delegation	<ul style="list-style-type: none"> <li>Clearly and comfortably delegates both routine and important tasks and decisions;</li> <li>Broadly shares both responsibility and accountability;</li> <li>Tends to trust people to perform;</li> <li>Empowers direct reports and others to own and complete their work.</li> </ul>

## Experience and Capability

- Essential Professional Qualifications / Accreditations / Registrations skills and experience:
- Registration with Nursing Council of New Zealand (NCNZ)
- A current APC and scope appropriate to place of work
- Demonstrates an understanding of the significance of and obligations under Te Tiriti o Waitangi, including how to apply Te Tiriti principles in a meaningful way in the nursing role
- A commitment to achieving equitable outcomes for Māori
- A personal commitment to on-going learning and development including attainment/maintenance of PDRP
- Post Graduate Certificate, working towards Post Graduate Diploma
- At least 3-4 years' experience as an RN
- Demonstrated capability in a nursing leadership
- Experience in leading quality improvement initiatives
- Development, implementation and monitoring of policies, audits, protocols and guidelines
- Competent computer skills
- Development, implementation and monitoring of policies, audits, protocols and guidelines

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

- commitment to Te Tiriti o Waitangi
- living the District values
- respect and collaboration in practice
- delivering an exemplary standard of care
- practice informed by research evidence
- innovation and critical thinking
- Commitment to sustainable practice.

**Ma tini, ma mano, ka rapa te whai**  
**By joining together we will succeed**