

## Position Description

<b>Position</b>	<b>Duty Nurse Manager</b>
<b>Team / Service</b>	Integrated Operations Centre (IOC)
<b>Directorate</b>	Hospital Flow
<b>District</b>	Capital, Coast & Hutt Valley District
<b>Responsible to</b>	Nurse Manager IOC
<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>	Capital, Coast

## Te Whatu Ora

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

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.

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:

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|------------------------|--|
| <b>Mana whakahaere</b> | 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

<b>Vision:</b>	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.
<b>Mission:</b>	Working together for health and wellbeing.
<b>Ō mātou uara - Values:</b>	Mahi Pai 'Can do': Mahi Tahi in Partnership: Mahi Tahi Te Atawhai Tonu Always caring and Mahi Rangatira being our Best

### Capital and Coast

<b>Vision:</b>	Keeping our community healthy and well
<b>Mission:</b>	Together, Improve the Health and Independence of the People of the District
<b>Values:</b>	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.

## Unit Perspective

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The key areas of focus for the Hospital Flow Group are:

- To ensure effective and efficient patient flow across all sites and regionally
- To implement a productive operating theatre model that captures efficiencies and delivers highest levels of service.
- To provide timely diagnostics and accurate reporting across all Radiology modalities

- To maintain a responsive ED service which strives to meet clinical demands in a timely manner and in accordance with national KPIs
- To deliver high quality ICU services to the local district and the region
- To lead the management of emergency responses.
- To strengthen a quality and patient safety culture through an effective clinical governance model
- To maintain effective administrative support to all clinical areas
- To develop new models of care to manage hospital demand and flow supporting best use of Inpatient bed resources and ensure the safe management of people with complex healthcare needs
- To support clinical efficiencies and the effectiveness of clinical supply use across the whole Directorate
- To lead expanded collaboration with Hutt Valley and Wairarapa DHBs to establish wider regional clinical services.
- To ensure in the expenditure areas of Nursing Labour, Medical Labour and Management/Administration Labour that we are within benchmark of our peer DHBs.

## Service Perspective

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The Integrated Operations Centre provides a comprehensive clinical and operational service 24/7. The service has two arms; clinical and operational. The clinical arm includes Transit Care and Lounge and the operational arm comprises of the Bureau, the Duty Nurse Manager team, Care Capacity Demand Management (CCDM) and Trendcare.

In normal working hours the service will support the Directorates to meet their targets and plans and after hours will hold the delegated authority of the Directorates to ensure the effective running of the hospitals.

The operational arm comprises:

### **Duty Nurse Manager Team**

- 24/7 service responsibility for patient flow co-ordination, reporting trends and volumes in bed management
- Facility management after hours (1530 – 0800 weekdays and 0800 – 0800 weekends)
- Emergency response after hours
- Deployment and redeployment of staff to minimise risk after hours
- Booking and deployment of Bureau staff for service areas after hours
- Provide afterhours delegated leadership from the directorates
- A RN support role is part of the team who have delegated activities assigned to them from the DNM

### **Care Capacity Demand Management (CCDM) and TrendCare**

- TrendCare is the acuity and workload management tool used within CCDHB
- Maintenance of the system ensuring compliance, data integrity and data collection
- TrendCare support to ward staff and managers
- Visibility of data to whole of organisation
- Implementation of the CCDM programme – matching staff to patient demand within the best use of health resources
- Improving quality of care for patients, improving the work environment for staff and maximising organisational efficiency.

## **The Bureau**

- Recruitment of casual and permanent staff and special task forces to assist with resourcing across all sites
- Booking and deployment of Bureau staff for service areas
- Agency liaison and contract monitoring
- Professional development and preceptoring of Bureau staff
- Monitoring and reporting on trends and volumes in Bureau supplied staff

## **Patient Care Coordinator**

- Aged Residential Care Coordination and facilitation
- Provides context and networks between the acute hospital and primary / community services
- Vision for care management/care coordination
- Networks and liaises to ensure a safe transition for patient and family in to facilities or for hospital at home
- Strategic and compassionate communication between facilities, patient and family

## **Patient Transfer Services**

Provides a range of staff and services to support patient flow by way of:

- Coordination of Patient retrieval and inter-hospital patient transfers
- Management of patient transport, travel and accommodation services
- Contract monitoring in relation to patient transport and accommodation
- Fully resourced Transit Lounge
- Provision of a Transit Care Service

## **Role Perspective**

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All nurses employed by CCDHB will have Registration with the New Zealand Nursing Council and maintain a current annual practising certificate as a Registered Nurse. Application onto the CCDHB Professional Development and Recognition Programme (PDRP) at expert (if applicable) or senior level is required.

Quality improvement is an important priority. In recent years there have been significant challenges at Capital, Coast for patient safety and clinical care. The Duty Nurse Manager (DNM) will provide day to day oversight of the hospital working with the directorate and Charge Nurse Managers to ensure patient flow, process and physical resources are maximised.

The DNMs will rotate between Wellington and Kenepuru recognising the different requirements at each site.

In the After Hours period, this role will have accountability and responsibility for:

- Maintaining hospital operations
- Patient flow
- Response to non-clinical and security emergencies
- Resource management oversight
- Staff allocation (Kenepuru Hospital DNM – Weekdays: PM and Nocte. Weekends and Stat Holidays: all shifts).

The DNM will be responsible for:

- Ensuring a standardised co-ordinated approach is followed in the management of the HHS.
- Handover processes will ensure safe transfer of information across the 24 hour continuum between directorates and clinical staff
- Will attend any clinical emergencies and assist as appropriate
- Will assimilate and work in supporting role to the RN.

### Kenepuru DNM

When working at Kenepuru Community Hospital, unlike Wellington Hospital, the DNM role will incorporate a clinical and operational function.

The operational functions of the Kenepuru DNMs are as above. As well as the DNM working at Kenepuru works with the Wellington Duty Manager to ensure resources and process are maximised.

The Kenepuru DNM will also have clinical functions for patient safety and staff support, including:

- Bureau Staffing Allocation for WRH and KPH
- Cover for clinical issues in Te Whare Ra Uta
- Emergency calls from Rangatahi Unit.
- Maternity Unit
- A and M Unit

Hours for the Duty Nurse Manager on the Kenepuru campus are Weekdays PM and Nocte and weekends / public holidays AM, PM and Nocte shifts.

### Purpose of the role

To provide leadership and co-ordination of the hospitals on behalf of the Directorates with a particular emphasis on patient flow, resource and operational management including people, process and physical resources 24/7.

At Kenepuru – to undertake operational role as above, as well as provide direct clinical support and assistance to staff.

### Key Accountabilities

Key Accountability	Deliverables/Outcomes	Key Performance Indicators/Measures
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Contributes to achievement of strategic direction for C&amp;C DHB</li> <li>• Maintains an organisation and service wide profile</li> <li>• Is an advocate for the organisation</li> <li>• Leads evidence based decision making in support of operational deliverables</li> <li>• Contributes to the high performance of the team</li> <li>• Contributes to achievement of strategic direction for defined care area(s)</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational targets are met</li> <li>• Achieve relevant goals in service plan</li> <li>• All decisions and rationale captured in DNM report</li> <li>• Staff and patients feedback is evaluated and improvements implemented</li> <li>• Attend no less than 50% of regular team meetings to share organisational</li> </ul>

	<ul style="list-style-type: none"> <li>• Manages systems, processes &amp; resources that enable staff to meet the needs of the patient / consumer / tangata whaiora in an efficient &amp; effective manner.</li> <li>• Leadership and management reporting</li> <li>• Works collaboratively with organisational leaders/managers in decision making and risk mitigation</li> <li>• Exercises delegations safely and appropriately</li> <li>• Clinical Co-ordination</li> <li>• Organisational advocacy</li> <li>• Recognition of financial and resource constraints</li> </ul> <p><b>Kenepuru</b></p> <ul style="list-style-type: none"> <li>• Provide direct clinical support</li> </ul>	<p>values/vision/goals/messages and policy</p> <ul style="list-style-type: none"> <li>• Evidence of Workload screening tool completion and mitigation plan implementation in collaboration with the ward/unit staff</li> <li>• Respond to 777 calls</li> <li>• Initiate meeting with appropriate manager e.g. Operations Manager/Charge Nurse Manager or delegate for the purpose of issue resolution</li> <li>• Is able to articulate clinical/nursing requirements of the area's case mix</li> <li>• Standard operating procedures and risk mitigation plans are implemented and documented</li> <li>• Reports provided are complete and on time</li> <li>• Reports on outstanding clinical issues</li> <li>• Reports on integration and utilisation of EWS across the campus</li> <li>• Showing leadership and initiation to manage elective and acute bed flow at AM and PM Bed Meetings</li> </ul>
<b>Staffing Allocation</b>	<ul style="list-style-type: none"> <li>• Deploys resources to ensure staff and patient safety</li> <li>• Maintains a pan organisational understanding and overview of resource allocation for both staffing and physical resources</li> <li>• Rostering Compliance and requirements met</li> <li>• Directorate plans are available for resource management</li> <li>• Contribute to business continuity activity</li> </ul>	<ul style="list-style-type: none"> <li>• Using Trendcare, CAPPLAN etc as evidence to support rationale regarding staffing decision.</li> <li>• Staffing allocation decisions are documented and communicated effectively to directorates/units/wards</li> <li>• Evidence of utilisation of directorate resourcing plans have been implemented and recorded</li> <li>• Demonstrate knowledge of emergency management plans and procedures</li> <li>• Evidence of participation in effective implementation of contingency plans</li> <li>• Demonstrate ability to access organisational information</li> </ul>
<b>Team Working</b>	<ul style="list-style-type: none"> <li>• Is responsible for the co-ordination of the operations centre activities and ensures that all members are able to effectively carry out their roles</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of meetings with appropriate manager e.g. Operations Manager/Charge Nurse Manager or</li> </ul>

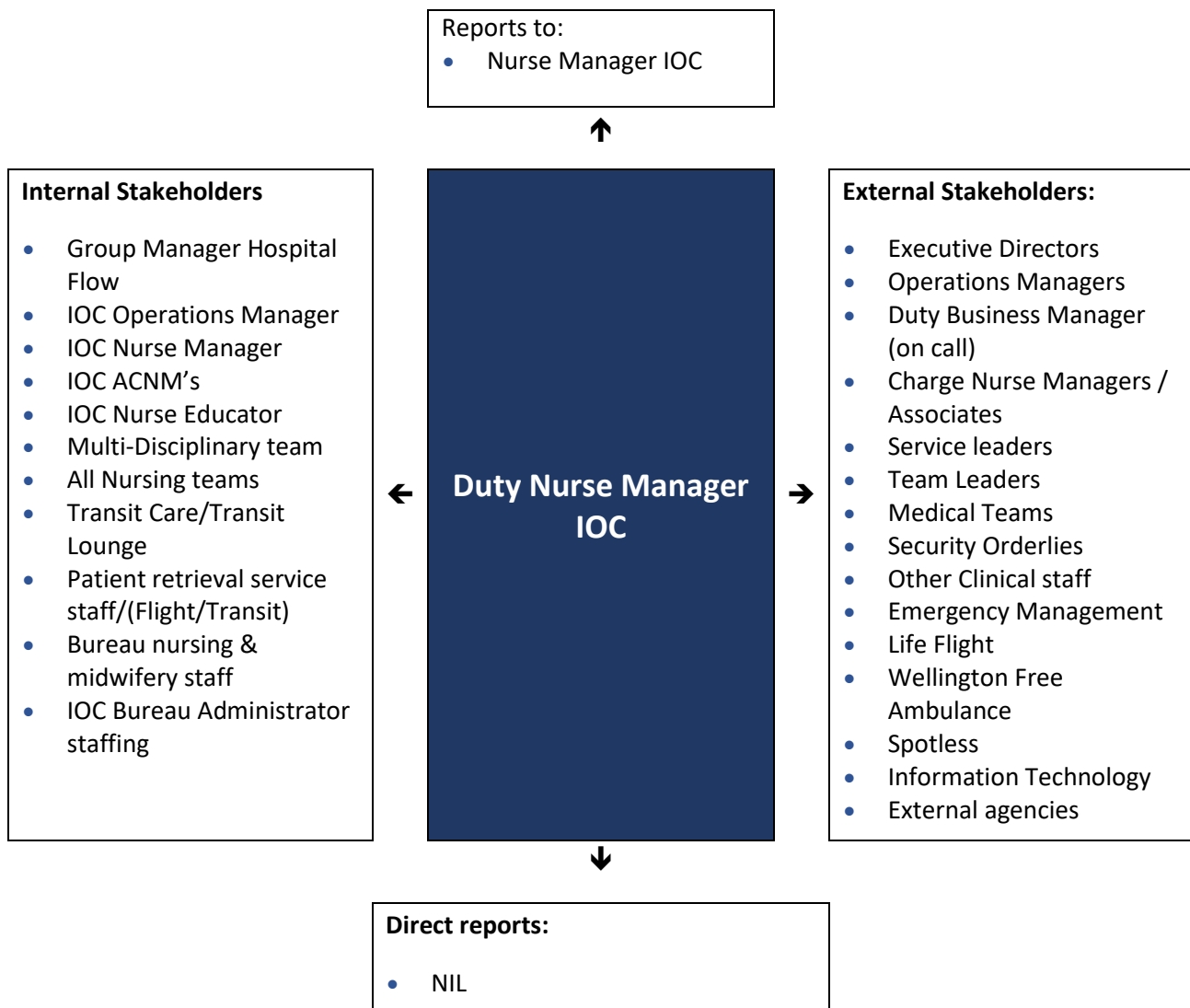
	<ul style="list-style-type: none"> <li>• Works closely with the team and management to ensure effective resolution of problems</li> <li>• Maintains overview of all sites and shares accountability</li> <li>• Identifies and prioritises emerging issues likely to impact operations</li> <li>• Contributes to effective 24 hour team communication</li> <li>• Facilitates information flow between teams and individuals and with services and other DHBs as appropriate</li> </ul>	<p>delegate for the purpose of issue resolution</p> <ul style="list-style-type: none"> <li>• All decisions and rationale captured in operations log</li> <li>• Escalation procedures are followed and documented</li> <li>• Evidence of handover of information is completed to all services or staff that require update (ISBAR)</li> <li>• Safe and functional working relationships are demonstrated by positive peer review and reporting</li> </ul>
<b>Quality and Risk</b>	<ul style="list-style-type: none"> <li>• Active participation on the relevant quality improvement group.</li> <li>• Participate in reportable event investigations</li> <li>• Identify and undertake audit activities and other practice evaluation activities</li> <li>• Participate in DHB quality and policy initiatives</li> <li>• Use planned approach to practice innovation</li> <li>• Working understanding of the clinical risk management tool</li> </ul>	<ul style="list-style-type: none"> <li>• Audit schedule – activities are monitored, reported and a plan developed and initiated to address identified issues</li> <li>• Is able to identify any clinical and operational risk and implement agreed mitigation plans</li> <li>• Evidence of collaboration with units/wards regarding Workload Screening Tool and appropriate reporting</li> <li>• Speciality standard compliance</li> <li>• Accreditation and Certification compliance</li> <li>• Trendcare training</li> </ul>
<b>Education Teaching &amp; Research</b>	<ul style="list-style-type: none"> <li>• Be an effective mentor and role model in developing leaders within C&amp;C DHB</li> <li>• Acts as a preceptor to their peers</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in leadership development activities e.g. Frontline Leadership, CIMS</li> <li>• Take a lead in organisational emergency management training and exercises</li> <li>• Engage with their peer group regionally and nationally</li> <li>• Actively participates in professional development activities</li> <li>• Kenepuru - evidence of coaching nursing staff in clinical situations</li> <li>•</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>• Maintains personal annual practising certificate</li> <li>• Meets Senior Nurse PDRP requirements</li> <li>• Studies at an advanced or postgraduate level.</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio evidence of ongoing Nursing Council competence requirements.</li> <li>• Evidence of study relevant to leadership role</li> <li>• Evidence of reading and currency of knowledge</li> </ul>



		<ul style="list-style-type: none"> <li>• Meet organisational core and service/role competencies</li> <li>• Achievement and maintenance of senior PDRP within 6months of role uptake</li> <li>• Achieves organisational professional development requirements</li> </ul>
<b>Occupational Health &amp; Safety</b>	Complies with responsibilities under the Health & Safety in Employment Act 1992	<ul style="list-style-type: none"> <li>• Has read and understood the Health &amp; Safety policy and procedures.</li> <li>• Actively supports and complies with Health &amp; Safety policy and procedures.</li> <li>• Evidence of support and compliance with health and safety policy and procedures including use of protective clothing and equipment as required, active participation in hazard management and identification process, and proactive reporting and remedying of any unsafe work condition, accident or injury</li> </ul>

## Key Relationships & Authorities

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## Capability Profile

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### 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](http://www.nursingcouncil.org.nz) and [www.hpca.govt.nz](http://www.hpca.govt.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
<b>Problem Solving</b>	<ul style="list-style-type: none"> <li>• Uses rigorous logic and methods to solve difficult problems with effective solutions</li> <li>• Probes all fruitful sources for answers</li> <li>• Can see hidden problems</li> <li>• Is excellent at honest analysis</li> <li>• Looks beyond the obvious and doesn't stop at first answers</li> </ul>
<b>Composure</b>	<ul style="list-style-type: none"> <li>• Is cool under pressure</li> <li>• Does not become defensive or irritated when times are tough</li> <li>• Is considered mature</li> <li>• Can be counted on to hold things together during tough times</li> <li>• Can handle stress</li> <li>• Is not knocked off balance by the unexpected</li> <li>• Doesn't show frustration when resisted or blocked</li> <li>• Is a settling influence in a crisis</li> </ul>
<b>Directing Others</b>	<ul style="list-style-type: none"> <li>• Is good at establishing clear directions</li> <li>• Sets stretching objectives</li> <li>• Distributes the workload appropriately</li> <li>• Lays out work in a well-planned and organised manner</li> <li>• Maintains two-way dialogue with others on work and results</li> <li>• Brings out the best in people</li> <li>• Is a clear communicator</li> </ul>
<b>Timely Decision Making</b>	<ul style="list-style-type: none"> <li>• Makes decisions in a timely manner – at times with incomplete information and under tight deadlines and pressure</li> <li>• Admits mistakes and moves on</li> <li>• Willing to go with a partial solution and improve as needed</li> <li>• Knows priorities</li> <li>• Sizes up issues and projects consequences</li> <li>• Takes the decision based on what is available and mitigating potential risk</li> <li>• Stands by their decisions</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Practises active and attentive listening.</li> <li>• Explains information and gives instructions in clear and simple terms.</li> <li>• Willingly answers questions and concerns raised by others.</li> <li>• Responds in a non-defensive way when asked about errors or oversights, or when own position is challenged.</li> <li>• Is confident and appropriately assertive in dealing with others.</li> <li>• Deals effectively with conflict.</li> </ul>
<b>Interpersonal Savvy</b>	<ul style="list-style-type: none"> <li>• Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation</li> <li>• Builds appropriate rapport</li> <li>• Builds constructive and effective relationships</li> <li>• Uses diplomacy and tact</li> <li>• Can diffuse even high-tension situations comfortably</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• Develops constructive working relationships with other team members.</li> <li>• Has a friendly manner and a positive sense of humour.</li> <li>• Works cooperatively - willingly sharing knowledge and expertise with colleagues.</li> <li>• Shows flexibility - is willing to change work arrangements or take on extra tasks in the short term to help the service or team meet its commitments.</li> <li>• Supports in word and action decisions that have been made by the team.</li> <li>• Shows an understanding of how one's own role directly or indirectly supports the health and independence of the community.</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>• Is dedicated to meeting the expectations and requirements of internal and external customers</li> <li>• Gets first-hand customer information and uses it for improvements in products and services</li> <li>• Acts with customers in mind</li> <li>• Establishes and maintains effective relationships with customers and gains their trust and respect</li> </ul>

Competency	Behaviours
Customer focus	<ul style="list-style-type: none"> <li>• Creates a climate in which people want to do their best</li> <li>• Can motivate many kinds of direct reports and team or project members</li> <li>• Can assess each person's key drivers/values and use these to get the best out of him/her</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 his/her work is important</li> <li>• Is someone people like working for</li> </ul>

## Experience and Capability

- **Knowledge and Experience:**
  - Sound nursing experience and knowledge
  - Minimum of 5 years relevant clinical nursing and management experience
- **Essential Professional Qualifications / Accreditations / Registrations:**
  - Registration with the Nursing Council of New Zealand as a Registered Nurse.
  - Current NZ Nursing APC
  - Current NZ Work visa
  - Relevant post-graduate qualification or working towards
- **Someone well-suited to the role will place a high value on the following:**
  - High quality care for the patient/client/whanau
  - Ensuring that they follow through on their work
  - Advocating for professional and organisational initiatives
  - Supporting the "team" to achieve

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

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.