

## Position Description

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<b>Position</b>	Associate Charge Nurse Manager/Associate Clinical Nurse Manager (ACNM)
<b>Team / Service</b>	Te Pae Tiaki   Emergency Department
<b>Directorate</b>	Hospital Flow Group
<b>District</b>	Capital, Coast & Hutt Valley
<b>Responsible to</b>	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 from Wellington Regional Hospital. 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.

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

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.

**Mana motuhake** 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.

**Mana tāngata** Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.

**Mana Māori** 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 Tolu 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 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

Te Pae Tiaki | Emergency Department (ED) is located on the Wellington campus and adjacent to the Regional Hospital building. The total annual operating budget is 19.8 million. Wellington contributes to the central region Emergency Medicine training program in collaboration with Hutt, Palmerston North and Hawke's Bay Hospitals.

Te Pae Tiaki | ED is accredited by the Australasian College for Emergency Medicine for the maximum 2 years advanced training. We are a level 6 Emergency Service committed to providing acute and emergent care to patients and their families / whanau within a multidisciplinary team.

Our service includes a 16 bed ED Observation Unit. Our team comprises over 100 full time equivalent (FTE) medical and nursing staff together with health care assistants and administrative staff.

Leadership is provided by a Nurse Manager, a Clinical Leader of Emergency Medicine, and an Operation Manager in partnership, who report to the Hospital Flow Group Manager, with professional nursing accountability to the Director of Nursing, Acute Flow 2DHB.

Te Pae Tiaki | Emergency Department values

- Pūkengatanga (expertise)
- Manaakitanga (care and respect)
- Kaitiakitanga (stewardship / guardianship)
- Māhaki (supportive leadership)
- Whanaungatanga (relationships)

## Purpose of the role

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The Associate Charge Nurse Manager/Associate Clinical Nurse Manager's (ACNM) position is responsible for assisting with the effective management of Te Pae Tiaki | Emergency Department. The ACNM will do this by working with the Nurse Manager (NM) to assist with managing and leading the people, systems, processes and resources that facilitate clinically safe, efficient and effective service delivery across Te Pae Tiaki | Emergency Department.

The position The ACNM is a broader management support role and has a delegated responsibility from the Nurse Manager to ensure that practice standards are maintained, and together with the Clinical Nurse Educators, to support the professional development of the team to ensure they have the essential skills and knowledge to achieve best patient outcomes. ACNMs support the Nurse Manager, Clinical Nurse Educators and program co-ordinators such as Trendcare and CCDM to ensure the service requirements are met and

organisation imperatives such as safe staffing and safe patient flow is delivered continuously by ensuring excellent contemporaneous leadership in multiple areas.

This requires an organisational focus and understanding, alongside service and specialty knowledge and expert nursing knowledge. Thus, supporting change implementation is an important aspect of the ACNM role. The health care environment is one of continuing change. The ACNM needs to be an advocate for the organisation and services' strategic direction and change programme, providing leadership that enables and supports the change. The planned introduction of new processes, standards and associated staff education requires collaboration to ensure successful implementation.

Quality improvement in healthcare is an important priority at a local, regional and national level. Ministry of Health targets and national campaign work directed by the Health Quality and Safety Commission drive activities with area specific practice improvements to ensure patients receive safe quality clinical care. The ACNM is a champion of efforts to improve the quality of care provided and to achieve service and organisational goals.

The ACNM will have registration with the Nursing Council of New Zealand and will maintain a current annual practicing certificate (APC) as a registered nurse. Progression onto the CCDHB PDRP at senior level is required. An annual performance review to this role description is also required.

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 Te Pe Tiaki | Emergency Department.

The outcomes of the role are to improve the health and well-being of patient and whānau, in an environment that promotes excellence in Te Pe Tiaki | Emergency Department 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 initiatives and nursing goals and values, while promoting Te Whatu Ora Capital Coast and Hutt Valley as a centre of excellence for nursing practice.

## Key Accountabilities

The following accountabilities are in addition to the Te Kaunihera Tapuhi o Aotearoa | Nursing Council of New Zealand (NCNZ) competencies for registered nurses (RN). Competence is the combination of skills, knowledge, attitudes, values and abilities that underpin effective performance as a designated senior nurse. The ACNM is expected to be Senior on the Professional Development and Recognition Programme (PDRP).

In this Position Description the terms person or patient are used to 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>▪ Assists the NM to lead a culture of safe practice and applies District policies and processes</li><li>▪ Assists the NM to lead and role model application of Te Tiriti o Waitangi principles</li><li>▪ Champions equity and diversity in the workplace</li></ul>

	<ul style="list-style-type: none"> <li>Contributes to improving inequities by working with colleagues to operationalise Te Whatu Ora's commitment to meet the Pae Ora (Healthy Futures) Act 2022 obligations as Te Tiriti o Waitangi partners</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 NM to manage systems, processes, and resources that enable staff to meet the needs of the patient/whānau</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 Te Pe Tiaki   Emergency Department 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 NM 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 NM 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 NM to manage the Te Pe Tiaki   Emergency Department budget</li> <li>Promotes sustainability and the minimisation of waste</li> <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 NM to identify, monitor and report risks and implement appropriate risk mitigation as delegated by NM</li> <li>Participates in the review of complaints, reportable events and serious adverse events and uses findings to improve practice and inform quality improvement initiatives</li> <li>Champions innovation and evidence based practice within the workplace</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Is involved in ensuring audit requirements are met and that results from internal audit are reviewed and necessary improvements made in consultation with the NM</li> <li>▪ Supports NM to ensure compliance with certification, accreditation and verification requirements as applicable and contributes to corrective action requests</li> <li>▪ Assists NM 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 NM 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 NM 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 Te Pe Tiaki   Emergency Department;</li> <li>▪ Ensures rosters comply with agreed roster model and NZNO Collective Agreement requirements as delegated by NM</li> <li>▪ Provides staff with timely, accurate and constructive feedback on performance</li> <li>▪ Raises concerns about conduct/competence issues with NM in timely manner.</li> <li>▪ Participates in appraisal of staff in collaboration with NM.</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>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>▪ Proactive in identifying own professional development needs and negotiating appropriate resources including post graduate courses</li> <li>▪ Maintains current senior PDRP</li> <li>▪ Participates in local/national professional nursing or specialty groups</li> <li>▪ Uses professional nursing/specialty organisation membership to benefit the practice environment/ nursing service</li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>▪ Ensures all Health &amp; Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature</li> <li>▪ Actively supports and ensures compliance with Health &amp; Safety policy and procedures; ensuring staff also support and comply</li> <li>▪ Maintains a proactive culture of Health &amp; Safety supported by systems</li> <li>▪ Ensure providers are aware of and have processes to comply with their health and safety responsibilities</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 inspiring vision or sense of core purpose</li><li>▪ Is optimistic</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>▪ Motivates and brings out the best of different and diverse team members</li><li>▪ Empowers others decision-making and development</li><li>▪ Invites and values input from the team</li><li>▪ Makes each individual feel their work is important</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>▪ Empowers staff to take responsibility 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>Delegation</b>	<ul style="list-style-type: none"><li>▪ Delegates tasks and decisions appropriately</li><li>▪ Communicates effectively to ensure delegated work is understood and progress is reported back</li><li>▪ Empowers staff take accountability and ownership of their work</li></ul>

## **Experience and Capability**

### **A. Knowledge, Skills & Experience:**

- Understands the significance and obligations of Te Tiriti o Waitangi and supports leadership of these within the service
- Comprehensive knowledge and understanding of NZ Health System including equity issues, professional leadership and emerging issues for the nursing profession
- Demonstrated capability in nursing leadership and management
- Clinical experience and expertise
- Experience in leading quality improvement initiatives
- Experience in developing, implementing and monitoring policies, audits, protocols and guidelines
- Competent computer skills

### **B. Essential Professional Qualifications / Accreditations / Registrations:**

- Registered Nurse with current APC and scope appropriate to place of work
- Postgraduate Certificate desired, expected to work towards Postgraduate Diploma
- Attainment/maintenance of senior PDRP

### **C. Someone well-suited to the role will place a high value on the following:**

- Commitment to Te Tiriti o Waitangi
- Living the Te Whatu Ora values
- Respect and collaboration in practice
- Delivering an exemplary standard of care
- Commitment to ongoing learning and development
- 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**