

POSITION DESCRIPTION

POSITION: Charge Nurse Manager – ED and MAPU (Nelson)

RESPONSIBLE TO: ADON/Operations Manager (Nelson)

PROFESSIONAL REPORTING TO: District Chief Nurse (DCN)

Health New Zealand | Te Whatu Ora Nelson Marlborough

Our vision | Tō tātou manako: All people live well, get well, stay well. *Kaiao te tini, ka ora te mano, ka noho ora te nuinga.*

Our mission | Tō tātou kaupapa: Working with the people of our community to promote, encourage and enable their health, wellbeing and independence. *Kei te mahitahi tātou hei whakapiki te oranga me te motuhaketanga o to tatou hapori.*

Our Values – Ō tātou whanonga pono

Respect | Manaakitanga: We care about, and will be responsive to, the needs of our diverse people, communities and staff. *Kia horahia te manaakitanga ki ngā iwi katoa me ngā hapori, kaimahi hoki.*

Innovation | Auaha: We will provide an environment where people can challenge current processes and generate new ways of working and learning. *Kia auaha me whakahoutia i ngā pūkenga ākonga, me ngā mahi ki tēnei hapori.*

Teamwork | Whakarāmemene: We create an environment where teams flourish and connect across the organisation for the best possible outcome. *Kia whakarāmemene i ngā kaipupuni hauora katoa.*

Integrity | Ngākau tapatahi: We support an environment which expects openness and honesty in all our dealings and maintains the highest integrity at all times. *Kia taea i te ngakau tapatahi i runga i te tika me te pono i ngā mahi katoa.*

PURPOSE OF POSITION:

The Charge Nurse Manager is a key professional nursing leadership position across Health New Zealand | Te Whatu Ora Nelson Marlborough clinical services. The purpose of the Charge Nurse Manager Emergency Department and Medical Admissions and Planning Unit (ED and MAPU) role is to:

- Improve the experience for patients, including their family and whanau
- Work with all key stakeholders to enhance and support clinical service delivery and the optimisation of patient care across the health continuum regardless of the fact that this role is domiciled within acute care
- Provide leadership and support for planning, safety, quality and change processes across ED and MAPU, and the wider hospital, in a manner that promotes creativity in the development of multidisciplinary actions for achieving patient centric, cost-effective outcomes while advocating for appropriate fiscal and human resources to accomplish the agreed priorities
- Ensure that quality systems are in place within and across the wider department to enhance nursing sensitive quality indicators and the delivery of care
- Work in partnership with Nurse Educator to identify ongoing learning needs of nursing staff to enhance standardisation of care delivery, quality and innovation in a model of practice partnership with other service delivery stakeholders
- Challenge and identify barriers to diagnostics and services and work with key stakeholders to implement changes and to provide more effective and timely care/interventions
- Role model a professional nursing approach to all care providers and service users to ensure successful care delivery.

RESPONSIBILITIES	EXPECTED OUTCOMES
Domain One - Professional Responsibility <i>Domain One contains competencies that relate to professional, legal and ethical responsibilities and cultural safety. These include being able to demonstrate knowledge and judgment and being accountable for one's actions and decision, while promoting an environment that maximizes client's safety, independence, quality of life and health.</i>	
Provides professional direction, leadership and management to nursing service delivery across the ED & MAPU	<ul style="list-style-type: none"> • Practices in accordance with legal, ethical, cultural safety and professional standards • Demonstrates leadership in ethical decision making and patient advocacy • Contributes to quality planning activities in conjunction with the ADON/Ops Manager and the wider multi disciplinary team • Takes a leadership role in implementing care delivery and service initiatives with a nursing and/or multi disciplinary focus • Provides effective leadership/role modelling to nursing staff across the ED and MAPU Department to ensure that nursing delivery and practice standards are consistent with evidence-based nursing practice and the vision and values of NMH • Maintains an overview of the clinical/professional issues/standards of practice and trends affecting nurses within the service, assisting with the implementation of action plans to address and monitor effectiveness and efficient use of resources • Provides coaching, mentorship and direction setting to all nursing and unregulated staff within the department. • Develops a quality focused, professional nursing culture across the ED and MAPU ensuring professional care standards are achieved, and that support and advice is provided to nurses within each sub-specialty area • Ensures that there are effective and timely

	<p>communication strategies within the nursing service</p> <ul style="list-style-type: none"> • Ensures that nursing staff have the opportunity to contribute to the organisational decision making and the achievement of outcomes.
<p>Domain Two - Management of Nursing Care</p> <p><i>Domain Two contains competencies that are related to client assessment and the management of client care, which is responsive to clients' needs and is supported by nursing knowledge and evidence-based research.</i></p> <p>Domain Two – Management Competencies</p> <p><i>Promotes an environment that contributes to the ongoing demonstration and evaluation of competencies; Promotes a quality practice environment that supports nursing practice and encourages learning and evidence based practice and participates in professional activities to maintain current knowledge of trends and issues in oncology nursing</i></p>	

<p>2.1. Provides operationally effective and efficient professional management, advice and support for nursing services and the multidisciplinary team as required</p>	<ul style="list-style-type: none"> • Provides departmental management direction setting in association with HOD and CD, maintains oversight and advice to nursing staff and staff across the department • Provides timely and clear feedback to ADON/Ops Manager regarding nursing performance, clinical risk, quality and safety • Ensures clear expectations/boundaries for all nursing roles are developed, understood and maintained across the department • Has a regular meeting with direct reports supporting the development of nursing leadership activities in ED and MAPU, and ensures the effective deployment of the Nurse Educator to deliver on identified learning needs of nursing staff • Ensures relevant information from meetings is fed back to the ADON/Ops Manager and to the Service Manager or others, as appropriate • Makes recommendations to the ADON/Ops Manager as required on clinical activities, clinical risk identification, management and performance • Ensures that a clinical quality plan is developed annually and embedded in practice • Ensures legislative compliance for all professional nursing and department activities • Actively engages with clinical services more broadly to support budget and revenue activities • Keeps expenditure for department within prescribed boundaries, and exceptions/variances in budget are investigated and managed effectively and variances explained • Ensures any Capex requests are appropriately justified and prioritised • Provides input into the Strategic Workforce planning processes, ensuring that nursing professional issues and impacts are considered against a backdrop of an ageing workforce • Works with the ADON/Ops Manager and the District Chief Nurse to establish medium and long term nursing workforce plan incorporating the NM strategic direction • Contributes to the further development, implementation, progression and evaluation of the professional development programme for all nursing staff within the department
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	<ul style="list-style-type: none"> • Participates in the recruitment and selection of nurses for the department • Participates in the performance management and performance appraisal of nurses within the department • Identifies opportunities and has high level input into business cases for development of new nursing initiatives for clinical quality and clinical practice • Provides support to, and reporting from Trendcare related to nursing utilisation and CCDM outcomes • Monitors staff numbers/skill mix/workforce indicators/bed management and identifies trends making appropriate recommendations.
2.2. Facilitates the provision of quality health care including risk management	<ul style="list-style-type: none"> • Implements quality systems and processes to ensure that all areas within the unit have processes to establish, monitor and review the specific standards of practice and indicators of nursing practice • Ensures that the NMH's policy implementation process is followed • Ensures that the service has in place credentialing/competency processes to ensure the service meets the organisation's requirements • Works with nursing and the wider team within the department to maintain a quality care delivery model that reflects contemporary evidence-based practice • Provides expert clinical advice for senior nursing staff and Operations/Service management, coordinating complex and difficult situations • Ensures appropriate nursing input to major projects • Demonstrates knowledge and practice that is consistent with the Treaty of Waitangi in the provision of health care services and support to Maori clients and their whanau.
Domain Three - Interpersonal Relationships <i>Domain Three contains competencies that relate to interpersonal and therapeutic communication with clients, other nursing staff and inter-professional communication and documentation.</i>	
3.1. Demonstrates the leadership, knowledge and skills required for effective communication with patients and their families/whanau	<ul style="list-style-type: none"> • Demonstrates leadership, role modeling, knowledge and skills in communication, advocacy, negotiation and conflict resolution throughout the patient journey • Ensures that all nursing staff are skilled in the analyses and interpretation of information for consumers and their family/whanau through their journey of care • Supports nursing staff to ensure patients and their family/whanau to be informed of their care options and is accessible to the patient and their family/whanau as a point of contact (or ensures that patients are provided an appropriate alternative contact).

3.2. Demonstrates effective coordination and collaboration processes are in place with all other health professionals to improve patient outcomes	<ul style="list-style-type: none"> • Supports the ongoing development and coordination of multidisciplinary processes to ensure there are agreed implementation of healthcare pathways and timely management of care • Ensures processes are in place to facilitate the coordination of patient's care across the wider multi-disciplinary team.
Domain Four - Interprofessional Health Care and Quality Improvement <i>Domain Four contains competencies to demonstrate that the nurse, as a member of the health care team evaluates the effectiveness of care and promotes a nursing perspective within the inter-professional activities of the team.</i>	
4.1. Role models effective team leadership and team membership supporting effective communication within nursing and the inter-professional clinical team.	<ul style="list-style-type: none"> • Effectively leads and manages the clinical nursing team, sharing knowledge and engendering trust in nursing service delivery • Actively participates in team meetings to plan safe quality clinical care taking a lead as necessary • Proactively raise issues affecting patient care, or access to care leading solutions, to resolve problems and issues • Utilises and acknowledges other team members' expertise to manage issues so that care is streamlined and well-coordinated.
4.2. Participates in risk management and quality assurance.	<ul style="list-style-type: none"> • Supports the wider nursing team processes for establishing and ongoing measurement of nursing sensitive indicators, providing feedback and leadership as required • Provides clinical leadership to champion service improvements and the ongoing development of nursing service delivery • Demonstrates commitment and clinical leadership in quality improvement, risk management and effective resource utilisation • Leads and/or participates in the development of nursing practice guidelines, protocols/procedures based on best practice evidence. • A quality customer focused service is provided at all times, using best practice.
4.3. Demonstrates a commitment to ongoing personal professional development and clinical competence within the Unit	<ul style="list-style-type: none"> • Acts as a role model in terms of professional conduct, setting expectations for this for all nursing staff • Maintains and continuously develops expertise in nursing practice • Maintains own professional portfolio at proficient or expert nurse level • Proactively participates in own performance development and appraisal • Participates in educational opportunities relevant to the role and maintains regional and national networks • Monitors national and international trends in the areas of nursing practice and can utilise same in-service development as appropriate

	<ul style="list-style-type: none"> • Critiques research findings and models integration of these as the basis for contemporary nursing practice • Presents papers at conferences as agreed with the ADON/Ops Manager. • Participates in annual performance reviews and process of performance goals and identifying areas for professional development.
Health and Safety	<p>Ensures that the following responsibilities are met:</p> <ul style="list-style-type: none"> • All Health and Safety legislative requirements are met • Work within a safe environment with early identification and mitigation of any hazards in the workplace • Compliance with ACC partnership Programme requirements • Compliance with all organisation-wide Health and Safety policies and procedures.
General	<ul style="list-style-type: none"> • Undertakes assignments or projects as directed by the ADON/Ops Manager • Other duties as negotiated with your Manager • Meet obligations contained in Appendix 1 & 2.

PERSON SPECIFICATION:

QUALIFICATIONS:

Essential

- RN, with current practising certificate
- Clinical Masters Degree, or equivalent, completed or in progress.
- Previous acute care hospital ED nursing leadership experience
- Proficient or expert minimum PDRP

Preferred

- Management Diploma completed or in progress

EXPERIENCE/KNOWLEDGE:

Essential

- Minimum of 5 years recent acute hospital ED clinical experience
- Previous nursing leadership experience within an acute care secondary or tertiary hospital setting
- Demonstrated leadership experience within contemporary professional nursing at a senior level
- Demonstrated management experience within a complex secondary care clinical environment
- Demonstrated skill to multi-task and manage multiple projects reprioritising same as required

Knowledge of:

- HPCA act and its amendments
- Nursing Council of NZ key documents – Scope of Practice for Nurses; NP, RN, RN Expanded practice, EN; Direction & Delegation; and Educational Standards
- Treaty of Waitangi and its application to the health setting.
- Misuse of Drugs Act (1977) and Regulations.
- NCNZ Code of Conduct (1995).
- Health & Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations (1996).
- Privacy Act (1993) and Health Information Privacy Code (1994).
- Health and Safety in Employment Act (1992).
- New Zealand Health Care Standards
- NMH Nursing and Midwifery Policies and Procedures.
- Equal Employment Opportunities.
- NZNO Code of Ethics (1995).
- NZNO Standards of Nursing Practice (1994).
- Current over-arching NZ Health Strategies.
- NZCOM Standards of Midwifery Practice.

SPECIFIC SKILLS:

- High level of written and verbal communication
- Effective report writing skills
- Knowledge and experience of effective performance management
- Demonstrated competency in priority setting / time management
- Demonstrated competency in effective problem solving / planning
- Demonstrated capability in conflict management
- Highly skilled change management capability
- Ability to lead and manage in a fast moving, rapid response environment
- Knowledge of current issues within nursing in NZ and internationally
- Ability to work independently and be an effective team member
- Knowledge and understanding of medico/legal and ethical responsibilities
- Adept computer skills

PERSONAL ATTRIBUTES:

- Positive and friendly approach with ability to maintain ongoing courteous rapport in difficult situations
- A personally held clarity and vision for contemporary nursing now and into the future which is patient centric
- Ability to positively manage in a fast-paced complex health environment and to ensure that teams and individuals are taken along with all changes proposed or initiated
- Demonstrated ability to lead within an acute health care environment and to enhance professional nursing integration in “all of journey” outcomes
- Demonstrated ability to rapidly assess and analyse situations and to bring robust and workable solutions to issues
- Demonstrated commitment to quality and continuous improvement and the development and enhancement of nursing sensitive quality indicators
- Demonstrated ability to be a good listener
- Multidisciplinary team focus
- Patient focused
- Empathy and respect for individuals from diverse backgrounds.
- Demonstrated ability to embrace and lead change and implementation processes.
- Demonstrated ability to take initiative and translate vision for others.
- Commitment to ongoing education/ professional development.
- Honest and reliable.
- Courage to act and innovate and commitment to contemporary nursing practice

APPENDIX 1

General Responsibilities of an Employee of Health New Zealand I Te Whatu Ora Nelson Marlborough

1. Professional Responsibilities

As an employee of Health New Zealand I Te Whatu Ora Nelson Marlborough you are required to:

- Maintain any qualifications, including registrations and practising certificates, required for legal and safe practice.
- Keep yourself up to date on knowledge, best practices and legislation relating to your work.
- Make a personal contribution towards effective and efficient working relationships within your team and with other NMH departments.
- Ensure you carry out your work in a way that is customer-focused and meets professional standards.
- In conjunction with your manager, identify your own training needs and plan to meet these needs.
- Manage your own time and prioritise your work effectively.

2. Legislation, Regulations and Board Policies

You are also required to be familiar with and adhere to the provisions of:

- All relevant acts and regulations,
- All Board, hospital and department policies,
- Relevant procedure manuals,
- The “Employee Obligations” which accompany the Health New Zealand I Te Whatu Ora Nelson Marlborough’s Disciplinary Policy and Procedures.

3. Risk Management

You are also required to:

- Support and promote actions and initiatives in your work area which enable risks to be identified and eliminated or reduced.
- Be especially aware of those risks which have high cost or safety implications.
- Complete an accident/incident report for any accident, incident or near miss which has taken place at work.
- Respond to complaints according to appropriate policies.

4. Occupational Health and Safety

You are also required to:

- Carry out your work in a healthy and safe manner.
- Encourage and assist others to work in the same way.
- Report and rectify any unsafe workplace conditions/practices.
- Complete an accident report for any accident or injury which has taken place at work, ensuring, in the case of injury, that your supervisor or manager is notified within 24 hours.
- Co-operate with, support and promote occupational health and safety actions and initiatives in the workplace.
- Read and understand the health and safety manual, any relevant chemical information, and the ED and MAPU plan.
- Keep your knowledge of identified hazards up to date.

5. Security

You are also required to:

- Wear your identification badge at all times when on site or when carrying out official duties.
- Notify Human Resources of any changes required for your ID badge.
- Report any suspicious or unusual occurrence to the security officer, orderly or telephone operator.
- Complete an incident report for any incident which has or might have compromised the safety of staff, patients and visitors.

6. Confidentiality

- Adhere to the Privacy Act 1993 and the Health Information Privacy Code 1994 and subsequent amendments in regard to the non-disclosure of information.
- Strict confidentiality of patient, applicant and employee's information is maintained at all times.

7. Quality Improvement

- Employees should participate in quality improvement processes in their area of work.

8. Treaty of Waitangi

- Nelson Marlborough DHB is committed to its obligations under the Treaty of Waitangi.
- As an employee you are required to give effect to the principles of the Treaty of Waitangi, Partnership, Participation and Protection.

9. Smokefree

- Nelson Marlborough DHB is a Smokefree Organisation. This applies to all staff and contractors working within NMH buildings, grounds and vehicles. Staff are also obliged to comply with the policy and ensure all visitors, patients and others are informed of the policy. It also applies to Nelson Marlborough DHB staff employed on Board's business in the community.

Signed:

Date:

APPENDIX 2

The preferred candidate is required to complete a Pre-Employment Health Questionnaire. The table below outlines the tests to be carried out - depending on the nature of the position applied for.

Condition	Information to include in Position Description
TB Active	No person with active pulmonary or laryngeal tuberculosis (TB) is allowed to be at work in NMH
TB Latent	Staff who expect to have contact with patients or infectious materials must have assessment of previous TB exposure at the time of employment
BBV	No person who is susceptible to hepatitis B is allowed to have contact with patients or human materials (e.g., blood) unless they have taken part or agree to take part in a blood-borne virus education, prevention and vaccination program
MRSA	No person colonised or infected with methicillin-resistant <i>Staphylococcus aureus</i> (MRSA) is allowed to enter clinical areas ¹ (except IDSS, Mental Health and Drug and Alcohol services) or work in the microbiology laboratory
Skin	No person with a skin condition that by virtue of its site and type could be an infection risk is allowed to have contact with patients, food, microbiology samples or sterile items
Measles/Rubella	No person who is susceptible to measles or rubella is allowed to have contact with pregnant women.
VZV	No person susceptible to varicella-zoster virus (chickenpox) is allowed to have contact with newborn babies or pregnant women
EPP	No person who has detectable hepatitis B e antigen or high levels of hepatitis B virus DNA in their serum is allowed to undertake or assist with exposure-prone surgical procedures ²

¹Clinical areas include those areas where patients undergo assessment, diagnostic investigation or treatment, such as wards, outpatient clinics, Rural Health Centres, Radiology, the Renal Unit, operating theatres, long-stay hospital-level care facilities, Physiotherapy and other allied health worker areas, Mental Health and Drug and Alcohol inpatient, outpatient, or community services.

²Exposure-prone surgical procedure = a procedure where there is the potential for direct contact between the skin (usually finger or thumb) of the health care worker and sharp surgical instruments, needles, or sharp tissues (spicules of bone or teeth) in a blind or highly confined anatomic site such as a body cavity or in poorly visualised and/or confined body sites. Such sites include body cavities encountered during ED and MAPU and trauma procedures, abdominal, cardiothoracic, obstetric/gynaecological, orthopaedic and oral surgery.