

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Associate Director of Nursing
Service & Directorate:	Strategy Primary and Community
Location:	Dunedin/Invercargill
Reports to:	Executive Director Strategy Primary and Community and Director of Nursing
DHB Delegation Level:	Tier 4
Number of direct reports:	Nil/ Professional Leadership Role
Date:	May 2021

Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing
We seek excellence through a culture of learning, enquiry, service and caring

Our Shared Values and Behaviours

Kind <i>Manaakitanga</i>	Open <i>Pono</i>	Positive <i>Whaiwhakaaro</i>	Community <i>Whanaungatanga</i>
Looking after our people: We respect and support each other. Our hospitality and kindness foster better care.	Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	Best action: We are thoughtful, bring a positive attitude and are always looking to do things better.	As family: We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

Our statutory purpose

To improve, promote and protect the health of our population

- Promote the integration of health services across primary and secondary care services
- Seek the optimum arrangement for the most effective and efficient delivery of health services
- Promote effective care or support for those in need of personal health or disability support services
- Promote the inclusion and participation in society and the independence of people with disabilities
- Reduce health disparities by improving health outcomes for Māori and other population groups
- Foster community participation in health improvement and in planning for the provision of and changes to the provision of services
- Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility

PURPOSE OF ROLE

By reporting to the Director of Nursing, the Associate Director of Nursing will lead and manage the services within their area of responsibility to provide an efficient, effective and safe service within the available resources; ensuring contemporary Models of Care are implemented and evaluated in response to the changing needs of the community and health system.

The Associate Director of Nursing will work in partnership with service management, medical, allied health and other staff and contribute to strategic and operational management in a way that is consistent with the organisation's vision and values.

Main objectives

The objectives of the Associate Director of Nursing are to achieve the safe delivery of nursing care and operational services to contracted specifications within their areas of responsibility by:

- Communicating and role modelling the Southern DHB vision, mission and values and the Southern Way principles.
- Supporting the philosophy and practice of an organisational wide systems approach to service and operational processes ensuring an environment which puts the patient/client first.
- Supporting performance excellence and quality improvement aligned to Southern DHB's quality framework, fostering excellence in quality nursing standards and practice, performance and professional conduct.
- Providing effective resource management of workforce, capacity and financial resources in consultation with Analysts and Human Resources.
- Analysing and reporting on performance, providing comment and developing risk mitigating strategies on issues that threaten to impact on the performance of the service.
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are in place and are active.
- Leading and facilitating focus groups/projects that advance issues and strategies of service/organisational priority.
- Fostering a culture of innovation and strategic thinking.
- Providing support to the Director of Nursing role, acting up for the Director of Nursing role as required.

Competencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

Organisational Competencies

Customer/Patient Focus	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand customer/patient information and uses it for improvements in products and services; acts with customers/patients in mind; establishes and maintains effective relationships with customers/patients and gains their trust and respect
Integrity and Trust	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
Drive For Results	Can be counted on to exceed goals successfully; Is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results.

Management Competencies

Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by other for advice and solutions.
Listening	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Building Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
Organisational Agility	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understand the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organisations.
Problem Solving	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.
Business Acumen	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology; and information affecting his/her business and organisation; knows the competition; is aware of how strategies and tactics work in the marketplace.

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> Executive Leadership Team (ELT) 	<ul style="list-style-type: none"> Patients, families and whānau
<ul style="list-style-type: none"> General Managers- Community Services and Primary and Population Health 	<ul style="list-style-type: none"> Community Service Providers (GP Practices, NGO, Aged Residential Care etc)
<ul style="list-style-type: none"> Directors of Nursing 	<ul style="list-style-type: none"> Health and Welfare Agencies
<ul style="list-style-type: none"> Specialist Services leadership teams 	<ul style="list-style-type: none"> Relevant Support Groups
<ul style="list-style-type: none"> Other senior leadership teams 	<ul style="list-style-type: none"> Other services as necessary
<ul style="list-style-type: none"> Clinical Nurse Managers 	<ul style="list-style-type: none"> Nursing Council of New Zealand
<ul style="list-style-type: none"> Other senior clinical leaders 	<ul style="list-style-type: none"> NZNO, NZCOM, College of Nurses Aotearoa
<ul style="list-style-type: none"> Senior Nurses/other nurses 	<ul style="list-style-type: none"> Other District Health Boards
<ul style="list-style-type: none"> Other managers/team leaders 	<ul style="list-style-type: none"> HWNZ
<ul style="list-style-type: none"> Māori Health Directorate 	<ul style="list-style-type: none"> Community Members
<ul style="list-style-type: none"> Finance, Procurement & Facilities Directorate 	<ul style="list-style-type: none"> Educational Institutions

PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> RN Registration with the New Zealand Nursing Council. Bachelor of Nursing or equivalent. Current practising certificate. Completing or completed a post graduate tertiary and or working towards a qualification at Masters level. Current PDRP or working towards completion/renewal within 6 months of appointment. 	
Experience	<ul style="list-style-type: none"> Extensive experience in the health sector. Extensive experience in clinical quality and safety, best practice. 	

	<p>Ideally in the Community or Older Persons Health or Child /Community Nursing</p> <ul style="list-style-type: none"> • Nursing leadership experience. 	
Knowledge and Skills	<ul style="list-style-type: none"> • Extensive knowledge of the health sector. • Extensive knowledge of clinical quality and safety, best practice 	
Personal Qualities	<ul style="list-style-type: none"> • Commitment and personal accountability. • Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation. • Acts with discretion, sensitivity and integrity at all times. • Is adaptable and flexible – open to change (positive or negative). • Maintains an exceptionally high level of confidentiality. • Forward thinker, flexible, courteous, self-motivated. • Committed to continuous quality improvement. • Ability to liaise and network at all levels. • A reasonable level of fitness is required to cope with the demanding physical requirements of the job. The following the key physical requirements for the position: standing, walking, bending, sitting, stairs, simple grasping, fine manipulation, operating machinery/equipment, lifting, overhead reaching, carrying, pulling/pushing, twisting, climbing/balancing, crouching/squatting, manual handling of people, other reaching, and ability to participate in personal restraint if required. 	

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities
Clinical Leadership and Practice	
<ul style="list-style-type: none"> • Be responsible for leading, facilitating and supporting Clinical Nurse Managers (CNMs) to effectively manage service delivery in their respective areas. • Work with Clinical Nurse Managers and Clinical Nurse Educators (CNEs) to maintain a nursing delivery model that reflects contemporary practice in consultation with the Director of Nursing. • Participate in and maintain a culture of consensus decision making. • Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery. • Ensure appropriate standards of care are maintained with a focus on quality and safety. • Provide expert advice, support and coaching for CNMs and designated senior nursing positions managing complex and difficult situations. • Support the Director of Nursing in championing the development of clinical services across the district. • Identify opportunities for nursing innovation and initiatives within the services, putting forward business cases for the development of these initiatives when/where appropriate. 	<ul style="list-style-type: none"> • Nursing leadership and management capability is developed. • Evidence of effective strategies and methods to engage nurses in decision making. • Evidence of effective strategies and methods to engage the nursing workforce. • Actively participates in meetings, projects and committees as required. • Staff engagement in active education and professional development. • Performance appraisals of nursing workforce will be completed as per organisational requirements. • Evidence nursing staff will have current PRDP as per agreed targets set.

<ul style="list-style-type: none"> • Maintain overview of the clinical/professional issues affecting nurses, assisting CNMs with any implementation of action plans to address and monitor these issues. • Oversee management of all nursing staff, ensuring the consistency in preparation and implementation of annual appraisals and ensuring compliance with all Southern DHB annual updates and certification requirements. • Ensure that all CNMs are familiar with credentialing requirements of nursing staff and comply with legislative, professional and organisational requirements. • Be responsible for effective communication strategies across all services within areas of responsibility. • Ensure regular meetings with CNMs and CNEs within the areas of responsibility to improve effectiveness, efficiency, promote communication and resolve issues. • Establish strong collegial working relationships with clinicians and managers throughout the areas of responsibility, across the directorate and wider organisation in order to: <ul style="list-style-type: none"> ○ Enable two-way communication ○ Contribute to relevant service and organisation wide initiatives ○ Continuously review processes and systems as needed. • Ensure, by excellent leadership, that CNMs advocate on behalf of patient/family/colleagues as appropriate and in a culturally safe manner. • Support ongoing teaching activity at both undergraduate and post graduate level by nursing staff. 	
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Strategic and Operational Planning	
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<ul style="list-style-type: none"> • Ensure a consumer/patient service focus is adopted and maintained at all levels of service management and delivery. • Facilitate service development in line with the DHB District Annual Plan. • Prepare service activity plans, and provide regular reports regarding process against plan. • Meet contract performance requirements, reporting variances and adjusting service delivery arrangements as necessary in conjunction with the Director of Nursing. • Ensure service planning and delivery complies with Ministry of Health elective service performance indicator standards (where applicable). • Ensuring ongoing assessment of performance against key performance targets, identifying and actioning corrective actions as and if required. • Build and maintain effective relationships and communication mechanisms with service staff, 	<ul style="list-style-type: none"> • Successful development and implementation of strategic and operational plans and objectives that meet community needs. • Evidence of appropriate clinical involvement in the planning and management of clinical services. • Contract performance requirements and target are met.
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<p>associated clinical and support services, and external agencies as applicable.</p> <ul style="list-style-type: none"> • Ensure adherence to the Southern DHB delegations of authority across the services. • Implement Southern DHB wide policies and processes. • Ensure service delivery activities, development of service initiatives and reports. • Prepare accurate and comprehensive practice improvement/project briefs. 	
Resource Management – Workforce, Capacity, Financial	
<ul style="list-style-type: none"> • Contribute to Workforce Planning processes ensuring that nursing professional issues and impacts are considered. • Oversee all nursing recruitment and selection processes for nursing appointments in a timely and consistent manner and contribute to selection of other staff as required. • Be responsible for ensuring CNMs are implementing safe rostering practices in compliance with NZNO/MECA guidelines & that resources are matched to demand across the areas of responsibility. • Ensure efficient and effective nursing and midwifery service delivery with productivity managed within available resources. • Prepare complete and accurate monthly management reports for the Director of Nursing including a full analysis of variances and corrective actions. • Actively monitor workforce information to inform resourcing requirements within the cluster, e.g. Trendcare, Capacity at a Glance (CaaG) etc. • Be responsible for OneStaff authorisation of timesheets, completion of any corrections that are required. • Actively participates in Daily Operations Meetings. • Takes overall responsibility for effective planned and unplanned leave management by the CNMs in line with the MECA and organisational policies. • Provide direct line responsibility for CNMs within areas of responsibility. • Provide leadership in the form of advice, coaching and support for CNMs responsible for ensuring that the services operate within the approved budget for staffing and consumables. • Work within the Analyst to develop annual budgets. • Access relevant business information with support from the Analyst to analyse and report on expenditure and accounting variances on a monthly basis. • Be responsible for ensuring that equipment/stock and supplies are purchased following the relevant procurement processes. • Ensure capital expenditure planning is robust and plant and equipment is maintained, replaced and/or purchased as appropriate to meet expected capacity requirements and within the Delegations of Authority. 	<ul style="list-style-type: none"> • Accurate monthly reports are provided to the Director of Nursing. • Safe staffing skill mix, meets the needs of the service and alignment with CCDM programme of work. • Resource management variances of significance are reported to the Director of Nursing with management strategies considered. • 100% actualisation and accuracy with Trendcare data, OneStaff. • Strong and effective working relationships with Analysts and Human Resources is evident. • Equipment and resources meet the needs of the cluster.

Performance Excellence and Quality Improvement	
<ul style="list-style-type: none"> • Ensure all services within areas of responsibility have quality plans and activities that align with Southern DHB's Quality Framework. • Work in partnership with Quality & Performance Improvement staff to take an active role in Southern DHB quality improvement training programmes. • Work in partnership with CNMs, Quality roles and the Senior Leadership Team to maintain certification. • Is responsible for the development and implementation of clinical/nursing sensitive indicators and improvement initiatives relevant to nursing, ensuring that all audits & measurements are completed in a timely manner. • Ensure systems/processes are in place to establish, monitor, review and maintain the service specific clinical practice standards. • Ensure that all risks are clearly identified and work with the CNMs to ensure appropriate plans are in place to address these risks. • Work closely with the CNMs and Quality staff as appropriate to respond to complaints and incidents, using these as opportunities for service improvement. • Benchmarking and sound literature review will be used for the development of best practice. 	<ul style="list-style-type: none"> • Patient/client safety and quality metrics are monitored and mitigation strategies put in place as required for variance. • Quality service delivery is maintained. • Continued development and improvement of clinical standards that involved or impact on care. • Nurse Sensitive Indicators are utilised related to practice areas. • Deliver on agreed quality projects alongside Director of Nursing. • Services comply with clinical audit and review processes. • Prompt and appropriate resolution of issues relating to service provision in areas of responsibility. • Complaints and incidents and corrective actions are managed and reviewed effectively.
Self Management	
<ul style="list-style-type: none"> • Plan and manage own work to achieve desired results on time, within budget and to required standard. 	<ul style="list-style-type: none"> • Work is delivered on time, within budget and to required standard.
Other Duties	
<p>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</p>	<ul style="list-style-type: none"> • You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness. • You produce work that complies with SDHB processes and reflects best practice. • Research undertaken is robust and well considered.
Professional Development – self	
<p>Identifying areas for personal and professional development.</p>	<ul style="list-style-type: none"> • Training and development goals are identified/agreed with your manager. Active personal development plan for self. • Performance objectives reviewed annual with your manager. • You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
<p>Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern DHB's Health, Safety and Wellbeing policies, procedures and systems.</p>	<ul style="list-style-type: none"> • You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures. • You actively encourage and challenge your peers to work in a safe manner. • Effort is made to strive for best practice in Health and Safety at all times.

Treaty of Waitangi	
Giving effect to the principles of the Treaty of Waitangi – Partnership, Participation and Protection through your interaction with others on a day to day basis.	<ul style="list-style-type: none"> • <i>Partnership</i> – You interact in good faith and in the nature of a partnership. There is a sense of shared enterprise and mutual benefit where each partner takes account of the needs and interests of the other. • <i>Participation</i> – You work in partnership with our treaty partners to enable our organisation to prosper. You are mindful of the varying socio-economic conditions that face our people and work hard to remove barriers of access to health and education. • <i>Protection</i> – You work proactively to protect the rights and interests of Māori, including the need to proactively build the capacity and capability of Māori.

For Job Evaluation Purposes: (As per the current Southern DHB Delegation of Authority Policy)

Number of direct reports:

Role	Direct Reports
Associate Director of Nursing Southland	12.93 FTE
Associate Director of Nursing Surgical Dunedin	5 FTE
Associate Director of Nursing Medicine – Southern Blood & Cancer Service	23.06 FTE

CHANGES TO POSITION DESCRIPTION

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

Acknowledged / Accepted:

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Employee

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Date

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Manager

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Date