

Position Description	
Employment Agreement:	NZNO Nursing & Midwifery MECA
Position Title:	<b>Associate Charge Nurse Manager</b>
Service & Directorate:	
Location:	Otago
Reports to:	Charge Nurse Manager
Number of direct reports:	
Date:	February 2019

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

### 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
<p>The purpose of the Associate Charge Nurse/Midwife role is to assist and work collaboratively with the Charge Nurse/Midwife Manager or Nurse Manager in the establishment and promotion of clinical nursing professional standards.</p> <p>The Associate Charge Nurse/Midwife role provides clinical leadership, monitors and mitigates risk, actively engages in quality initiatives and manages the day-to-day functioning of the ward/unit/service to ensure delivery of safe patient focused care. Staff education is also an integral function of the Associate Charge Nurse/Midwife role.</p> <p>This position does not encompass budget responsibility, but has delegation of authority for management of staff within the unit/ward on a shift-by-shift basis.</p>

## 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	
<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of all patients/consumer; gets first hand patients/consumer information and uses it for improvements in products and service delivery; acts with patients/consumer in mind; establishes and maintains effective relationships with patients/customers and gains their trust and respect.
<b>Integrity and Trust</b>	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.
<b>Managing Diversity</b>	Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.
<b>Drive For Results</b>	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.
Role Specific Competencies	
<b>Motivating Others</b>	Creates a climate in which people are motivated and want to do their best; can motivate many team or project members; empowers others to achieve desired results; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working with.
<b>Decision Quality</b>	Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgement; sought out by others for advice and solutions.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people – up, down, and sideways, inside and outside the organisation; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
<b>Process Management</b>	Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes

KEY RELATIONSHIPS	
Within Southern DHB	External to Southern DHB
<ul style="list-style-type: none"> <li>• Clinical Nurse Specialists</li> </ul>	<ul style="list-style-type: none"> <li>• Patients and whanau / care givers</li> </ul>
<ul style="list-style-type: none"> <li>• Integrated Operations Centre</li> </ul>	<ul style="list-style-type: none"> <li>• LMC Access Holders</li> </ul>
<ul style="list-style-type: none"> <li>• Other Charge Nurse Managers / Charge Midwife Managers / Unit Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Other service providers (DHB and NGO)</li> </ul>
<ul style="list-style-type: none"> <li>• Practice Development staff</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Welfare Agencies</li> </ul>
<ul style="list-style-type: none"> <li>• Clinical Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant Support Groups</li> </ul>
<ul style="list-style-type: none"> <li>• Clinical and Corporate support staff</li> </ul>	<ul style="list-style-type: none"> <li>• University of Otago School of Medicine, Otago and Southland Polytechnics</li> </ul>
<ul style="list-style-type: none"> <li>• Allied Health Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Colleges and registration bodies</li> </ul>
<ul style="list-style-type: none"> <li>• Southern DHB</li> </ul>	
<ul style="list-style-type: none"> <li>• Medical and Allied Health Staff</li> </ul>	
<ul style="list-style-type: none"> <li>• Clinical and Corporate Support Staff</li> </ul>	

## PERSON SPECIFICATION

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

	ESSENTIAL	DESIRABLE
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>• It is essential that the applicant be a registered nurse/midwife with strong clinical leadership skills</li> <li>• Holds a current portfolio (PDRP/QLA) or equivalent, appropriate to the role.</li> <li>• Holds a relevant qualification (minimum PG cert) in a relevant field.</li> </ul>	
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Excellent group facilitation skills and history of a collaborative team approach.</li> <li>• Has advanced communication techniques such as conflict resolution, diffusion and mediation skills.</li> <li>• Innovative and flexible with positive and problem solving approach in all situations.</li> <li>• Has proven clinical credibility in speciality.</li> <li>• Is a critical consumer of research and embraces evidenced based</li> </ul>	

	practice when carrying out any task /function.	
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>Knowledge of and demonstrates use of adult teaching and learning principles.</li> </ul>	
<b>Personal Qualities</b>	A reasonable level of fitness is required to cope with the demanding physical requirements of the job. The following denote the key physical requirements for the position: standing, walking, bending, sitting, stairs, simple grasping, fine manipulation, operating machinery / equipment, lifting, overhead reaching, carrying, pushing / pulling, twisting, climbing / balancing, crouching / squatting, manual handling of people, other reaching, and ability to participate in personal restraint if required.	

**KEY RESULT AREAS:**

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>
<b>Operational Management</b>	
<ul style="list-style-type: none"> <li>Coordinates resources to meet identified needs of clients/patients and team members, which encompasses managing staff and patient flows on a shift by shift basis, liaising with the CNM/CMM/NM / other departments/ wards as required for the management of outliers</li> <li>Notifies the CNM/CMM for areas of concern e.g. disciplinary matters, practice issues</li> <li>Provides the day to day clinical leadership</li> <li>In consultation with the nursing/midwifery team, ensures effective handover processes and ensure breaks are managed on a shift by shift basis</li> <li>Ensures discharge planning processes are robust and timely</li> <li>Demonstrates an understanding of consumables within the area, and assist the CNM/CMM in identifying variances</li> <li>Demonstrates knowledge of Southern DHB information systems and commitment to ensuring there are processes to support staff who are less familiar with the systems acquire the knowledge/skills to utilise them effectively</li> <li>Ensures information gathering processes are followed to collect patient, clinical and volume data</li> </ul>	<ul style="list-style-type: none"> <li>Delegates appropriately to skill mix and acuity on a shift by shift basis</li> <li>Participates, as guided by CNM, in processes to manage poor performance and addresses sickness and absenteeism as required</li> <li>Provides feedback to CNM/CMM on any activity that may affect budgets e.g. overtime on a shift by shift basis</li> <li>Contributes to the capital expenditure planning process as required</li> <li>Follows documentation standards for external and internal communications</li> </ul>

## Clinical Leadership

Team Management on a shift by shift basis to establish and maintain a high standard of patient focused care within the allocated resources

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| <ul style="list-style-type: none"><li>• Ensures there is adequate leadership and supervision for hospital aides/ health care assistants, students and new staff on a shift by shift basis</li><li>• Ensures the Team Based Model of Nursing Care and the principles of Direction and Delegation are adhered to by all staff on each shift</li><li>• Maintain professional standards, codes and adherence to Southern DHB policy on each shift and ensure alignment of staff conduct within these standards/codes/policies. Identify and deal with any breaches where appropriate as directed and in consultation with the Charge Nurse/Midwife Manager</li><li>• Ensure clinical practice is provided within accepted professional standards, codes, policies and relevant legislation</li><li>• Foster the development of a cohesive team which works collaboratively to achieve optimal patient/ service outcomes</li><li>• Encourage innovation and practice initiatives that enhance clinical care or service provision</li><li>• Promote excellence in clinical service provision through the sharing of new knowledge, ideas, research and evidence based practice, whilst encouraging others to do the same</li><li>• Promote patient / client centred care that incorporates a strong customer service philosophy through effective and positive interactions with patients/ clients, staff, visitors and other agencies</li></ul> | <ul style="list-style-type: none"><li>• Supervises management of clients/patients in a manner that challenges and supports team members in providing safe and individualised care on each shift</li><li>• Ensure Treaty of Waitangi principles and Tikaka best practice guidelines are fully integrated into practice</li><li>• Leads the team in ensuring a culturally safe environment for patients/clients and colleagues</li><li>• Fosters and participates in a team approach to clinical emergencies within the area including restraint</li><li>• Be active and visible within the team working alongside nursing/midwifery staff, motivating and actively praising/ valuing staff endeavours, and acknowledging patient satisfaction and good clinical care</li></ul> |
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## Quality and Risk Management

Contributes to the service's risk minimisation activities and service activities

Fosters a quality improvement culture

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| <ul style="list-style-type: none"><li>• Actively contributes to health and safety activities and ensures infection control processes are maintained whilst facilitating and delegating others to also actively contribute</li><li>• Identifies risk management issues, appropriately initiates risk mitigation and educates staff about risks within the area</li><li>• Continually monitor compliance with Southern DHB policies, procedures and quality standards &amp; indicators and act initiate corrective actions as</li></ul> | <ul style="list-style-type: none"><li>• Initiates audit and evaluation of ward/service processes and implements corrective actions</li><li>• Contributes to incident and complaint investigation processes</li><li>• Promotes and participates in quality improvement strategies including accreditation and certification activities</li><li>• Identifies and ensures equipment compliance</li></ul> |
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<p>required and in consultation with the Charge Nurse/Midwife Manager</p> <ul style="list-style-type: none"> <li>• Ensures there is a good customer/ client service, working to improve customer satisfaction</li> </ul>	
<p><b>Clinical Practice</b></p> <p>Articulates the ethical, cultural and statutory requirements of practice and initiates / responds to changes from the internal and external environment.</p>	
<ul style="list-style-type: none"> <li>• Provides input into, and helps interpret requirements of new legislation /guidelines.</li> <li>• Supports clinicians in identifying ethical dilemmas working through a decision making framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Attends and provides input into and feedback from relevant committees.</li> <li>• Nursing specialty submissions are made in the development of relevant organisational and national policies.</li> <li>• Actively manages risk.</li> <li>• Assess the quality of nursing practice in the clinical setting. Collaborates on any changes required.</li> </ul>
<p><b>To demonstrate effective interpersonal relationship skills</b></p>	
<ul style="list-style-type: none"> <li>• Establishes, maintains and concludes therapeutic interpersonal relationships with patient/consumer.</li> <li>• Practices nursing in a negotiated partnership with the patient/consumer and family/whanau where and when possible.</li> <li>• Communicates effectively with patients/consumer and family/whanau and members of the health care team.</li> <li>• Maintains privacy and confidentiality in accordance with HIP Code, DHB policies and procedures etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates in an appropriate and professional manner, verbal and written.</li> <li>• Privacy Act, Informed Consent and Code of Rights adhered to.</li> <li>• Abides by NCNZ Code of Conduct and Professional Boundaries guidelines.</li> </ul>
<p><b>To participate in inter-professional health care</b></p>	
<ul style="list-style-type: none"> <li>• Leads nursing and interdisciplinary groups in designing and implementing innovative, cost effective patient care and evidence-based change</li> <li>• Provides a primary point of contact within the speciality for patients/consumer and health professionals</li> <li>• Initiates referrals to other members of the health care team in a timely manner.</li> <li>• Evaluates results of interventions using recommended criteria, revises</li> </ul>	<ul style="list-style-type: none"> <li>• Initiates timely referrals to other services in a timely and thorough manner.</li> <li>• Engages in team and MDT meetings as appropriates.</li> <li>• Initiate appropriate audit processes.</li> <li>• Consistently participates/leads multi-disciplinary team meetings and family conferences, representing the nursing perspective of patient/consumer needs, and enacting outcomes appropriately.</li> </ul>

<p>management/treatment and initiates timely referral/care with relevant services/agencies</p> <ul style="list-style-type: none"> <li>• Is a competent consultant for interdisciplinary client base</li> <li>• Contributes to research and the dissemination of findings where possible</li> <li>• Contributes to the development of interdisciplinary standards of practice and evidence-based guidelines Demonstrate leadership in establishing collaborative relationships within and across departments, hospitals, primary and secondary health to promote optimal patient/consumer health and safety and continuity of care.</li> </ul>	<ul style="list-style-type: none"> <li>• Leads in activities which monitor/audit delivery of quality patient care e.g. Certification processes, and current or retrospective nursing audits.</li> <li>• Engages in submission processes.</li> </ul>
<b>Education, Research &amp; Evidenced Based Practice</b>	
<ul style="list-style-type: none"> <li>• Educates and supports others in decision making relevant to their scope of practice</li> <li>• Demonstrates use of own relevant post-basic clinically focused education</li> <li>• Actively supports preceptoring principles during orientation of new staff</li> <li>• Supervises, mentors and educates other staff using a variety of methods; including role modelling of expert practice</li> <li>• Encourage a culture of continuous learning, positive critique of the status quo</li> <li>• Initiates and develops policy guidelines for nursing care utilising research based evidence in collaboration with the Practice Development Nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Role models and proactively instigates best practise guidelines, NZ Nursing/ Midwifery Councils and SDHB policies/protocols and standards</li> <li>• Facilitates education of team members about Tikaka best practice guidelines &amp; the Treaty of Waitangi/TeTiriti o Waitangi</li> <li>• Refer staff to the Practice Development Unit for education in the use of evidence based practice and research to challenge and change practice</li> </ul>
<b>Self-Management</b>	
<ul style="list-style-type: none"> <li>• Plan and manage own work to achieve desired results on time, within budget and to required standard.</li> <li>• Maintain own professional development; attend Southern District Health Board and other development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Act as a role model for the SDHB organisational values.</li> </ul>
<b>Contribution to Organisational Leadership</b>	
<ul style="list-style-type: none"> <li>• Participate collectively with other Associate Charge Nurses/Midwives to provide a collaborative service management function</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in focus groups/projects that advance issues and strategies of service/organisational priority</li> </ul>

<ul style="list-style-type: none"> <li>• Acts up for the Charge Nurse/Midwife Manager as required.</li> </ul>	
<b>Other Duties</b>	
<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> <p>Act as a role model for the Southern DHB Organisational Values.</p>	<p>You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.</p> <p>You produce work that complies with SDHB processes and reflects best practice.</p> <p>Research undertaken is robust and well considered.</p> <p>Live and support the DHB values in everything you do.</p>
<b>Professional Development – self</b>	
<p>Identifying areas for personal and professional development.</p>	<p>Training and development goals are identified/agreed with your manager.</p> <p>Performance objectives reviewed annually with your manager.</p> <p>You actively seek feedback and accept constructive criticism.</p>
<b>Health, Safety and Wellbeing</b>	
<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>	<p>You understand and consistently meet your obligations under Southern DHB's Health and Safety policy/procedures.</p> <p>You actively encourage and challenge your peers to work in a safe manner.</p> <p>Effort is made to strive for best practice in Health and Safety at all times.</p>
<b>Treaty of Waitangi</b>	
<p>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.</p>	<p><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.</p> <p><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.</p> <p><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.</p>
<b>Quality and Performance</b>	
<p>Maintain professional and organisational quality standards.</p>	<p>Performance is in alignment with HR quality audit standards, organisational requirements, and professional standards.</p>



<p>Ensure delivered work is planned, delivered, and implemented consistently against quality standards.</p> <p>Continuously identify improvement opportunities to perform job in most effective manner.</p> <p>Investigate opportunities to achieve goals in a more efficient way.</p> <p>Actively support the role out of Releasing Time to Care.</p>	
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Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

**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	Date
.....	.....
Manager	Date