Health New Zealand
Te Whatu Ora

## Position Description

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| **Position** | Charge Nurse Manager (CNM) |
| **Team / Service** | Advancing Wellness at Home Initiative (AWHI) |
| **Directorate** | Community, Allied Health and Older Adult (CAHOA) Group |
| **District** | Capital, Coast & Hutt Valley Districts |
| **Responsible to** | Operations Manager |
| **Children's Act 2014** | This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years |
| **Location** | This position is expected to work from Hutt Hospital Building sites.<br><br>From time to time as part of Variance Response you may be required to work in other areas.<br><br>**Advancing Wellness at Home Initiative (AWHI) Operates seven days a week** |

## Te Whatu Ora

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

1. The health system will reinforce Te Tiriti principles and obligations
2. All people will be able to access a comprehensive range of support in their local communities to help them stay well
3. Everyone will have equal access to high quality emergency and specialist care when they need it
4. Digital services will provide more people the care they need in their homes and communities
5. Health and care workers will be valued and well-trained for the future health system

## Context

Capital, Coast & Hutt Valley district provides hospital and health services in primary, secondary and tertiary healthcare to a total population base of approximately 445,000 citizens.

We are accountable for meeting the needs of and improving health outcomes for all the constituent populations of our district, and the region more broadly. Together we:

- provide secondary and tertiary, medical and surgical hospital services alongside community based health care
- fund local health providers and work collaboratively with the community to create and support multiple health education initiatives and projects within the region
- deliver health services directly as well as contracting external providers
- provide local, sub-regional, regional and national health services as well as community-based health, rehabilitation and support services.

The majority of the district's population live in Wellington and Lower Hutt. The Māori and Pacific populations of Lower Hutt and Wellington are proportionally similar, with the largest Pacific population in the region in Porirua. Kapiti and Upper Hutt have similar numbers of Māori and Pacific people. Most people are enrolled with a GP near their place of residence, so the increasing focus on community-based healthcare is expected to lead to better health outcomes for these population groups. Hutt Hospital provides secondary and some tertiary, medical and surgical hospital services alongside community based health care from its main facility in Lower Hutt City. In addition to funding local health providers and working collaboratively with the community to create and support multiple health education initiatives and projects, Hutt Hospital is the centre for five tertiary regional and sub-regional services - Plastics, Maxillofacial and Burns Services; Rheumatology; Dental Services; Regional Public Health; and Regional (Breast and Cervical) Screening Services.

Wellington Regional Hospital in Newtown is the region's main tertiary hospital with services such as complex specialist and acute procedures, intensive care, cardiac surgery, cancer care, neurosurgery and renal care. The hospital is the key tertiary referral centre for the lower half of the North Island and the upper half of the South Island.

Kenepuru Community Hospital and Kapiti Health Centre provide secondary and community services based in Porirua and the Kapiti Coast

MHAIDS is the mental health, addictions and intellectual disability service for the Wairarapa District and Capital, Coast & Hutt Valley District, with multiple specialist facilities. Ratonga Rua-o- Porirua is our forensic, rehabilitation and intellectual disability inpatient unit.

## Te Tiriti o Waitangi and Māori Health Outcomes

Māori are the indigenous peoples of Aotearoa. We have particular responsibilities and accountabilities through this founding document of Aotearoa. We value Te Tiriti and have adopted the following four goals, developed by the Ministry of Health, each expressed in terms of mana and the principles of:

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| **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.

## Te Mauri o Rongo

Te Mauri o Rongo recognises our connection to this work, to each other, to the people we serve and to our whakapapa. It speaks to specific behaviours that we will expect from each other guided by the pou of Te Mauri o Rongo:

### Wairuatanga

Working with heart, the strong sense of purpose and commitment to service that health workers bring to their mahi.

### Rangatiratanga

As organisations we support our people to lead. We know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all.

### Whanaungatanga

We are a team, and together a team of teams. Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. "Whiria te tangāta" – we will weave our people together.

### Te Korowai Āhuru

A cloak which seeks to provide safety and comfort to the workforce.

## District Responsibility

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

Community, Allied Health and Older Adults Group (CAHOA) provides services to people of all ages in outpatient, community and inpatient settings across Capital, Coast and Hutt Valley District. The service works in an integrated way with their medical, nursing and other supporting colleagues to support patients to live well in their communities. The clinical teams have strong relationships with other services within the District including primary care, NGO providers and NASC agencies

- Wellington Hospital is one of five major tertiary hospitals in New Zealand and provides a comprehensive range of specialist secondary and tertiary services.
- Hutt Hospital also provides a range of specialist secondary and tertiary services. Older Person Rehabilitation Service (OPRS) is the Health of Older People Service based at Hutt Hospital and provides assessment, treatment and rehabilitation in community, inpatient and outpatient settings.
- Kenepuru Hospital provides health of the older person, rehabilitation, outpatient, accident and medical, a medical day ward and some elective surgical services.
- There are Community Health bases at Wellington, Hutt, Kenepuru and Kapiti campuses that provide a variety of community services across C,C&HV
- The AWHI service is part of the CAHOA Group.

## Team/Service perspective

AWHI is one of the Early Supported Discharge (ESD) Services for Capital, Coast & Hutt Valley District of Health New Zealand – Te Whatu Ora. Healthcare in New Zealand is funded through two main streams – Ministry of Health (MOH) funding which includes care for any illness or long term/chronic conditions and Accident Compensation Corporation (ACC) funding which covers any accident or injury. AWHI provides services funded by both MOH & ACC.

The AWHI Team uses an interprofessional model where staff are trained to work across traditional discipline boundaries, allowing one key worker to meet most of a patient's needs. This approach improves patient experience and frees clinicians to work at the top of their scope. The team maintains this way of working through regular case discussions and weekly Interdisciplinary Team (IDT) Meetings, where each discipline is represented to ensure a full range of professional perspectives. The team made up of Physiotherapists, Occupational Therapists, Social Workers, Speech Language Therapists, Registered Nurses and Allied Health Assistants. The Hutt Valley Team operates in 3 different streams: Medical, NARP, Neurology/ Stroke.

The majority of patients are 'pull model' from the inpatient wards, where they are identified and supported to discharge earlier from hospital.

AWHI Medical supports frail older adults (65+, or 55+ Māori/Pasifika) admitted with a new medical event who have functional decline or safety concerns at discharge. This can include ACC patients needing a one-off review. AWHI Medical provides up to two weeks of re-enablement with clinician input and Packages of Care (POC) within a 7-day, 07:30–19:00 service.

AWHI NARP provides up to 12 weeks of intensive, keyworker-led ACC rehabilitation for patients able and willing to participate, including POC for pre-injury tasks, delivered 7 days a week.

AWHI Neuro/Stroke delivers up to six weeks of early post-stroke or selected neurological rehabilitation for patients within six weeks of diagnosis who have suitable discharge destinations and intensive rehab goals, using clinician and AHA input within a 7-day service.

## Purpose of the role

The Charge Nurse Manager (CNM) position is responsible for the effective management of the AWHI Team. The CNM will do this through managing and leading the people, systems, processes and resources that facilitate clinically safe, efficient and effective service delivery across the AWHI service.

The CNM AWHI will provide clinical and professional leadership to the team, developing the service, ensuring quality standards are met and contributing to the strategic direction for CAHOA services or Community Services

The position Charge Nurse Manager provides day to day leadership, operational management and planning for the team in order to deliver a sustainable, high quality service that contributes to the achievement of organisational goals.
The outcomes of the role are to improve the health and well-being of patients and whānau, in an environment that promotes excellence in care and education, inspiring staff to reach their full potential.

The CNM will respond to the District's changing needs, performing other tasks as required. The CNM 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 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 CNM 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 |
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| **1. General Accountabilities** | ▪ Maintains a strict sense of professional ethics, confidentiality and privacy and abide by the District Code of Conduct<br>▪ Leads a culture of safe practice and applies District policies and processes<br>▪ Leads and role models application of Te Tiriti o Waitangi principles<br>▪ Champions equity and diversity in the workplace<br>▪ 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<br>▪ Contributes to the achievement of Service and District KPIs and goals |
| **2. Leadership** | ▪ Articulates a strong nursing vision and provides leadership to achieve strategic goals and objectives<br>▪ Manages systems, processes, and resources that enable staff to meet the needs of the patient/whānau<br>▪ Provides leadership to ensure high standards of patient care are delivered within the AWHI Service<br>▪ Reviews the model of care for the AWHI Service and ensures implementation of changes as agreed with the Nurse and Allied |

| Key accountabilities | Deliverables / Outcomes |
|---|---|
| | Health Director/ Service/Operation Managers and in collaboration with the interdisciplinary team<br>▪ Is visible and accessible to all members of the team<br>▪ Establishes and maintains regular forums for staff communication regarding service development and District activities<br>▪ Readily shares knowledge and skills, provides guidance and coaching to develop staff and promotes workforce development<br>▪ Manages team dynamics to ensure a cohesive, strong nursing team within the broader interdisciplinary team<br>▪ Manages conflict situations, working to a constructive resolution<br>▪ Identifies and manages clinical competency issues with the Nurse and Allied Health Director and Service/Operation Manager/Human Resources<br>▪ Maintains a positive image of the service to staff, patients and whānau<br>▪ Contributes to the shared governance of nursing in collaboration with other nursing leaders<br>▪ Actively participates in service meetings and contributes to District planning, strategic direction and objectives<br>▪ Develops and maintains strategic links and partnerships internal and external to District to ensure that services are well integrated;<br>▪ Advocates for adequate fiscal and human resources to enable a safe practice environment<br>▪ Leads change management and quality improvement<br>▪ Ensures documentation meets District, legal, contractual and professional requirements<br>▪ Coordinates the development and review of clinical policies and procedures in line with best practice following appropriate District process<br>▪ Works in partnership with cultural advisors to provide appropriate services as determined by the service users<br>▪ Ensures direction and delegation activities result in safe care delivery<br>▪ Promotes and enables staff to participate in interprofessional team meetings<br>▪ Promotes a practice environment where nurses can exercise independent judgement and apply ethical principles to resolve patient care issues<br>▪ Supports the implementation, monitoring and reporting of tools to assist with managing demand and appropriate allocation of resources<br>▪ Liaises with key stakeholders for effective capacity management and patient flow as required |
| **3. Financial Resource Management** | ▪ Adheres to District financial/contractual policies<br>▪ Manages within budget<br>▪ Understands and can explain variances to budget<br>▪ Initiates actions to address budget variances<br>▪ Plans to minimise waste and support sustainability<br>▪ In partnership with Operation/Service managers establishes/maintains an equipment replacement and purchase plan for the Service in line with District processes |

| Key accountabilities | Deliverables / Outcomes |
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| | ▪ Works with Service/Operation Manager, Nurse and Allied Health Director and Management Accountant to ensure accurate and timely data is available for Care Capacity Demand Management (CCDM) Programme requirements |
| **4. Quality and Risk** | ▪ Identified risks are monitored, reported, and escalated as appropriate with risk mitigations implemented<br>▪ Promotes meaningful innovation and evidence based practice<br>▪ Maintains a quality improvement management system that encourages continuous improvement with a risk-based approach following the Districts quality framework<br>▪ Ensures required audits are completed and results from these are integrated into quality improvement activities<br>▪ Understands legislative requirements and is actively involved in certification, accreditation, verification and corrective action requests as applicable<br>▪ Arranges support and debrief following events that have, or have the potential, to impact on staff<br>▪ Ensures all staff have appropriate police vetting and occupational health clearance |
| **5. Workforce** | ▪ Identifies and actions ways to recruit, develop and retain the nursing and allied health workforce<br>▪ Is responsible for the ongoing professional development and performance appraisals for staff within the service<br>▪ Champions Professional Development and Recognition Programme (PDRP) and actively encourages all staff to participate;<br>▪ Leads, supports and implements the Care Capacity Demand Management (CCDM) programme for the service if available<br>▪ Ensures roster meets the staffs Collective Agreement standards and is completed according to the agreed roster model<br>▪ Ensures all staff have a current Annual Practicing Certificate (APC) |
| 6. **Patient care delivery** | ▪ Plans ahead to ensure co-ordination of the team to effectively manage staff allocation, patient flow and provision of care<br>▪ Activates and implements Standard Operating Procedures when required.<br>▪ Responsible for the provision of high standards of practice within the AWHI Team<br>▪ Leads partnership with cultural advisors<br>▪ Provides co-ordination or direct patient care if required |
| 7. **Professional Development** | ▪ Proactive in identifying own professional development needs and negotiating appropriate resources including post graduate courses<br>▪ Maintains current senior PDRP<br>▪ Participates in local/national professional nursing or specialty groups<br>▪ Uses professional nursing/specialty organisation membership to benefit the practice environment/ nursing service |
| 8. **Health & Safety** | ▪ Ensures all Health & Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature<br>▪ Actively supports and ensures compliance with Health & Safety policy and procedures; ensuring staff also support and comply |

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| Key accountabilities | Deliverables / Outcomes |
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| | ▪ Maintains a proactive culture of Health & Safety supported by systems<br>▪ Ensure providers are aware of and have processes to comply with their health and safety responsibilities |

## Key Relationships & Authorities

Reports to:
- Operations Manager

**Internal Stakeholders**

- Chief Nursing Officer/Director of Midwifery
- Nurse Directors
- Workforce and Practice Development Unit
- Group Manager
- Operation/Service Managers
- Nursing team
- Clinical leads/Senior Medical Officers/Registers and House Officers
- Allied Professions
- Other nursing and interprofessional teams
- Patients and Whānau
- People & Communications
- Maori Health Service
- Pacific Health Units
- Disability Team
- Centre of Clinical Excellence
- Biomedical engineering
- Finance
- Procurement

**Charge Nurse Manager**

**External Stakeholders**

- District Community Teams
- Other Districts
- Tertiary Education Providers
- Consumer advocates & agencies
- Volunteers
- NZ Nursing Council
- Professional bodies & Associations
- Health & social support agencies

- Charge Nurse Managers
- Clinical and operational leadership across other services
- Directors of Allied Professions
- ACC
- Patient administration services
- Central Equipment Pool
- Community Health Service nursing

HCSS providers

**Direct reports:**

- Physiotherapists
- Occupational Therapists
- Nurses
- Social Workers
- Allied Health Assistants
- Registered Nurse
- Speech Therapy
- Administrator

## Capability Profile

Solid performance in the role requires demonstration of the following competencies. These competencies provide a framework for selection and development.

| Competency | Behaviours |
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| **Equity** | ▪ Commits to helping all of our people to achieve equitable health outcomes<br>▪ Demonstrates critical consciousness and on-going self-reflection in terms of the impact of their own culture on interactions and service delivery<br>▪ Supports the dismantling of policies, procedures and practices that cause inequity<br>▪ Supports Māori-led responses<br>▪ Supports Pacific-led responses<br>▪ Supports Disability-focused responses |
| **Commitment to Kawa Whakaruruhau** | ▪ Demonstrates understanding and application of the principles of Te Tiriti O Waitangi to nursing practice<br>▪ Works towards achieving equitable health outcomes for Māori<br>▪ Supports tangata whenua/mana whenua led change to deliver mana motuhake in the design, delivery and monitoring of health care<br>▪ Supports Māori oversight and ownership of decision making processes necessary to achieve Māori health equity<br>▪ Support the expression of hauora Māori models of care and mātauranga Māori |
| **Managing vision and purpose** | ▪ Communicates a compelling and inspired vision and sense of core purpose<br>▪ Talks beyond today<br>▪ Talks about possibilities<br>▪ Is optimistic<br>▪ Makes the vision sharable by everyone<br>▪ Can inspire and motivate entire units or organisations |
| **Motivating others** | ▪ Creates a climate in which people thrive<br>▪ Motivates and brings out the best of different and diverse team members<br>▪ Empowers others decision-making and development<br>▪ Invites and values input from the team |
| **Building effective teams** | ▪ Communicates and collaborates effectively with different members of the team<br>▪ Blends people into teams when needed<br>▪ Creates strong morale and spirit in their team;<br>▪ Shares wins and successes<br>▪ Fosters open dialogue<br>▪ Empowers staff to take responsibility for their work<br>▪ Defines success in terms of the whole team<br>▪ Creates a feeling of belonging in the team |
| **Delegation** | ▪ Delegates tasks and decisions appropriately<br>▪ Communicates effectively to ensure delegated work is understood and progress is reported back<br>▪ Empowers direct reports and others to take accountability and ownership of their work |

## 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
- Experience in collaborative inter-professional practice.
- Ability to form, grow and establish a successful team culture
- Comprehensive knowledge and understanding of NZ Health System including equity issues, professional leadership and emerging issues for the nursing profession
- Proven Leadership and management capability
- Minimum 4 years nursing experience
- Experience in leading quality improvement and change initiatives
- Experience in developing, implementing and monitoring policies, audits, protocols and guidelines
- Proficiency in computer and technology skills

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

- Registered Nurse with current APC and scope appropriate to place of work
- Postgraduate Diploma desired, expected to work towards Master's Degree
- Attainment and 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

**Other:**

- Current full NZ driver's license with ability to drive a manual and automatic car (required for roles based in the community or where the role may be required to work across multiple sites).
- A high standard of written and spoken English.

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

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