

## Position Description

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<b>Position</b>	Clinical Nurse Manager (CNM)
<b>Team / Service</b>	Intensive Care Unit (ICU) & Patient at Risk Service (PARS)
<b>Directorate</b>	Hospital Operations
<b>District</b>	Capital, Coast & Hutt Valley
<b>Responsible to</b>	Operations Manager Acute Care & Integrated Operations Centre (IOC)
<b>Children's Act 2014</b>	This position is classified as a children's worker, requiring a safety check including police vetting before commencing and every three years
<b>Location</b>	This position is expected to work from Hutt Hospital. From time to time as part of Variance Response you may be required to work in other areas.

## Te Whatu Ora

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

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

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

## Context

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

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

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

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

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

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

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

## Te Tiriti o Waitangi and Māori Health Outcomes

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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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|------------------------|--|
| <b>Mana whakahaere</b> | Effective and appropriate stewardship or kaitiakitanga over the health and disability system. This goes beyond the management of assets or resources.  |
| <b>Mana motuhake</b>   | 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.       |
| <b>Mana tāngata</b>    | Achieving equity in health and disability outcomes for Māori across the life course and contributing to Māori wellness.  |
| <b>Mana Māori</b>      | 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

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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

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The district leadership have collective accountability for leading with integrity and transparency a progressive, high performing organisation, aimed at improving the health and independence of the community we serve and achieving equitable outcomes for all. The leadership team are responsible for achieving this aim, aligned with our Region, within the available resources, through a skilled, empowered, motivated and supported workforce in line with government and HNZ policy.

Te Whatu Ora is committed to Te Tiriti o Waitangi principles of partnership, participation, equity and protection by ensuring that guidelines for employment policies and procedures are implemented in a way that recognises Māori cultural practices.

We are committed to supporting the principles of Equal Employment Opportunities (EEO) through the provision and practice of equal access, consideration, and encouragement in the areas of employment, training, career development and promotion for all its employees.

## Group Perspective

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The Hospital Operations Group is one of six within Capital, Coast and Hutt Valley district’s provider services. Services and specialties within the group range from primary to tertiary level with service provision for the district, the central Region and wider Regions. The group operates from three sites across the district including Wellington Regional, Hutt and Kenepuru hospitals.

The key areas of focus for the Hospital Operations Group are:

- To ensure effective patient flow across all sites and regionally
- To maintain a responsive Emergency Department Service which strives to meet clinical demands in a timely manner and in accordance with national KPIs.
- To deliver high quality Intensive Care Services to the local district and the region
- To lead the management of emergency responses at a local level.
- To strengthen a quality and patient safety culture through an effective clinical governance model
- To maintain effective administrative support to all clinical areas
- To develop new models of care to manage hospital demand and flow supporting best use of Inpatient bed resources and to ensure the safe management of people with complex healthcare needs
- To lead expanded collaboration with Hutt Valley and Wairarapa to establish wider regional clinical services.

## Service Perspective

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Hutt Hospital is a busy 260-bed facility providing secondary services for Lower and Upper Hutt cities. We are a tertiary centre for Regional Plastics, Oral Maxillofacial, Burns and Rheumatology services.

Hutt ICU has 8 bed-spaces. We look after Burns, Plastics, Orthopaedics, Obstetrics, Paediatrics, General Medicine and Surgical patients. We don't manage major trauma patients but may be involved in preparing them for transfer to another hospital. We are continually expanding our service with the recent introduction of renal replacement therapy. We provide critical care services to around 700+ patients, 60% of which are acute medical admissions.

The PARS is a nurse-led, 24/7 service supporting adult and paediatric wards across the hospital. PARS nurses respond to clinical emergencies, monitor patients recently discharged from ICU, and provide expert support for deteriorating patients. They work closely with ward staff, patients, and whānau, offering education, clinical advice, and assistance with safe transfers to ICU. Using tools like the Early Warning Score and a multidisciplinary approach, PARS helps identify patients at risk early and ensures timely escalation of care. As key responders to Medical Emergency Team (MET) calls, PARS nurses play a vital role in improving patient outcomes and building ward capability.

## Purpose of the role

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The Clinical Charge Nurse Manager's (CNM) position is responsible for the effective management of the Intensive Care Service (ICU) and the PAR Service. 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 Intensive Care Unit.

The CNM of Intensive Care will provide clinical and professional leadership to the ICU team and PAR service, developing the nursing service, ensuring quality standards are met and contributing to the strategic direction for the Intensive Care Service, and the wider hospital operations group.

The position includes some budget holding accountability and support for the Operations Manager Acute and IOC, Service Manager and Nurse Director, as required, along with business planning and financial reporting of the service. The CNM will provide clinical leadership for the multi-disciplinary team and professional leadership of the nursing team, monitoring quality and practice and service standards. They

will take a lead role in developing nursing services and play an active role in the development and achievement of the strategic direction for ICU.

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
<b>1. General Accountabilities</b>	<ul style="list-style-type: none"> <li>▪ Maintains a strict sense of professional ethics, confidentiality and privacy and abide by the District Code of Conduct</li> <li>▪ Leads a culture of safe practice and applies District policies and processes</li> <li>▪ Leads and role models application of Te Tiriti o Waitangi principles</li> <li>▪ Champions equity and diversity in the workplace</li> <li>▪ Contributes to improving inequities by working with colleagues to operationalise Te Whatu Ora's commitment to meet the Pae Ora (Healthy Futures) Act 2022 obligations as Te Tiriti o Waitangi partners</li> <li>▪ Contributes to the achievement of Service and District KPIs and goals</li> </ul>
<b>2. Leadership</b>	<ul style="list-style-type: none"> <li>▪ Articulates a strong nursing vision and provides leadership to achieve strategic goals and objectives</li> <li>▪ Manages systems, processes, and resources that enable staff to meet the needs of the patient/whānau</li> <li>▪ Provides leadership to ensure high standards of patient care are delivered within the Intensive Care Unit</li> <li>▪ Reviews the model of care for the Intensive Care Unit and ensures implementation of changes as agreed with the Nurse Director/ Operation Manager and in collaboration with the interdisciplinary team</li> <li>▪ Is visible and accessible to all members of the team</li> <li>▪ Establishes and maintains regular forums for staff communication regarding service development and District activities</li> <li>▪ Readily shares knowledge and skills, provides guidance and coaching to develop staff and promotes workforce development</li> <li>▪ Manages team dynamics to ensure a cohesive, strong nursing team within the broader interdisciplinary team</li> <li>▪ Manages conflict situations, working to a constructive resolution</li> </ul>

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> <li>Identifies and manages clinical competency issues with the Nurse Director and Operation Manager/Human Resources</li> <li>Maintains a positive image of the service to staff, patients and whānau</li> <li>Contributes to the shared governance of nursing in collaboration with other nursing leaders</li> <li>Actively participates in service meetings and contributes to District planning, strategic direction and objectives</li> <li>Develops and maintains strategic links and partnerships internal and external to District to ensure that services are well integrated;</li> <li>Advocates for adequate fiscal and human resources to enable a safe practice environment</li> <li>Leads change management and quality improvement</li> <li>Ensures documentation meets District, legal, contractual and professional requirements</li> <li>Coordinates the development and review of clinical policies and procedures in line with best practice following appropriate District process</li> <li>Works in partnership with cultural advisors to provide appropriate services as determined by the service users</li> <li>Ensures direction and delegation activities result in safe care delivery</li> <li>Promotes and enables staff to participate in interprofessional team meetings</li> <li>Promotes a practice environment where nurses can exercise independent judgement and apply ethical principles to resolve patient care issues</li> <li>Supports the implementation, monitoring and reporting of tools to assist with managing demand and appropriate allocation of resources</li> <li>Liaises with key stakeholders for effective capacity management and patient flow as required</li> </ul>
<b>3. Financial Resource Management</b>	<ul style="list-style-type: none"> <li>Adheres to District financial/contractual policies</li> <li>Manages within budget</li> <li>Understands and can explain variances to budget</li> <li>Initiates actions to address budget variances</li> <li>Plans to minimise waste and support sustainability</li> <li>In partnership with Operation/Service managers establishes/maintains an equipment replacement and purchase plan for the Service in line with District processes</li> <li>Works with Operation Manager, Nurse Director, CCDM Co-ordinator and Management Accountant to ensure accurate and timely data is available for annual FTE Calculation as per Care Capacity Demand Management (CCDM) Programme requirements</li> </ul>
<b>4. Quality and Risk</b>	<ul style="list-style-type: none"> <li>Identified risks are monitored, reported, and escalated as appropriate with risk mitigations implemented</li> <li>Promotes meaningful innovation and evidence based practice</li> <li>Maintains a quality improvement management system that encourages continuous improvement with a risk-based approach following the Districts quality framework</li> </ul>

Key accountabilities	Deliverables / Outcomes
	<ul style="list-style-type: none"> <li>Ensures required audits are completed and results from these are integrated into quality improvement activities</li> <li>Understands legislative requirements and is actively involved in certification, accreditation, verification and corrective action requests as applicable</li> <li>Arranges support and debrief following events that have, or have the potential, to impact on staff</li> <li>Ensures all staff have appropriate police vetting and occupational health clearance</li> </ul>
<b>5. Workforce</b>	<ul style="list-style-type: none"> <li>Identifies and actions ways to recruit, develop and retain the nursing workforce</li> <li>Is responsible for the ongoing professional development and performance appraisals for designated staff within the Intensive Care Unit</li> <li>Champions Professional Development and Recognition Programme (PDRP) and actively encourages all staff to participate;</li> <li>Leads, supports and implements the Care Capacity Demand Management (CCDM) programme for the Intensive Care Unit</li> <li>Sets the standard for accurate completion and monitoring of Trend Care data entry</li> <li>Ensures nursing roster meets NZNO Collective Agreement standards and is completed according to the agreed roster model</li> <li>Ensures all staff have a current Annual Practicing Certificate (APC)</li> </ul>
<b>6. Patient care delivery</b>	<ul style="list-style-type: none"> <li>Plans ahead to ensure co-ordination of the team to effectively manage staff allocation, patient flow and provision of care</li> <li>Activates and implements Standard Operating Procedures when required.</li> <li>Responsible for the provision of high standards of practice within the Intensive Care Unit</li> <li>Leads partnership with cultural advisors</li> <li>Provides co-ordination or direct patient care if required</li> </ul>
<b>7. Professional Development</b>	<ul style="list-style-type: none"> <li>Proactive in identifying own professional development needs and negotiating appropriate resources including post graduate courses</li> <li>Maintains current senior PDRP</li> <li>Participates in local/national professional nursing or specialty groups</li> <li>Uses professional nursing/specialty organisation membership to benefit the practice environment/ nursing service</li> </ul>
<b>8. Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>Ensures all Health &amp; Safety obligations under the legislation are applied and managed to and that a culture of safe practice is second nature</li> <li>Actively supports and ensures compliance with Health &amp; Safety policy and procedures; ensuring staff also support and comply</li> <li>Maintains a proactive culture of Health &amp; Safety supported by systems</li> <li>Ensure providers are aware of and have processes to comply with their health and safety responsibilities</li> </ul>





## Key Relationships & Authorities



## Capability Profile

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

Competency	Behaviours
<b>Equity</b>	<ul style="list-style-type: none"> <li>Commits to helping all of our people to achieve equitable health outcomes</li> <li>Demonstrates critical consciousness and on-going self-reflection in terms of the impact of their own culture on interactions and service delivery</li> <li>Supports the dismantling of policies, procedures and practices that cause inequity</li> <li>Supports Māori-led responses</li> <li>Supports Pacific-led responses</li> <li>Supports Disability-focused responses</li> </ul>
<b>Commitment to Kawa Whakaruruhau</b>	<ul style="list-style-type: none"> <li>Demonstrates understanding and application of the principles of Te Tiriti O Waitangi to nursing practice</li> <li>Works towards achieving equitable health outcomes for Māori</li> <li>Supports tangata whenua/mana whenua led change to deliver mana motuhake in the design, delivery and monitoring of health care</li> <li>Supports Māori oversight and ownership of decision making processes necessary to achieve Māori health equity</li> <li>Support the expression of hauora Māori models of care and mātauranga Māori</li> </ul>
<b>Managing vision and purpose</b>	<ul style="list-style-type: none"> <li>Communicates a compelling and inspired vision and sense of core purpose</li> <li>Talks beyond today</li> <li>Talks about possibilities</li> <li>Is optimistic</li> <li>Makes the vision sharable by everyone</li> <li>Can inspire and motivate entire units or organisations</li> </ul>
<b>Motivating others</b>	<ul style="list-style-type: none"> <li>Creates a climate in which people thrive</li> <li>Motivates and brings out the best of different and diverse team members</li> <li>Empowers others decision-making and development</li> <li>Invites and values input from the team</li> </ul>
<b>Building effective teams</b>	<ul style="list-style-type: none"> <li>Communicates and collaborates effectively with different members of the team</li> <li>Blends people into teams when needed</li> <li>Creates strong morale and spirit in their team;</li> <li>Shares wins and successes</li> <li>Fosters open dialogue</li> <li>Empowers staff to take responsibility for their work</li> <li>Defines success in terms of the whole team</li> <li>Creates a feeling of belonging in the team</li> </ul>
<b>Delegation</b>	<ul style="list-style-type: none"> <li>Delegates tasks and decisions appropriately</li> </ul>

Competency	Behaviours
	<ul style="list-style-type: none"> <li>Communicates effectively to ensure delegated work is understood and progress is reported back</li> <li>Empowers direct reports and others to take accountability and ownership of their work</li> </ul>

## Experience and Capability

### A. Knowledge, Skills & Experience:

- Understands the significance and obligations of Te Tiriti o Waitangi and supports leadership of these within the service
- Comprehensive knowledge and understanding of NZ Health System including equity issues, professional leadership and emerging issues for the nursing profession
- 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 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

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