POSITION DESCRIPTION

Position Details:
Title: Nurse Unit Manager
Service(s): General Medicine, Adult Medical Directorate
Reports to: Service Clinical Director
Reports professionally to: Nurse Director
Location: Auckland City Hospital / Greenlane Clinical Centre
Date: June 2014

Purpose of Position:
The Nurse Unit Manager role has nursing professional and management accountability within a multidisciplinary team for clinical care, quality and safety, workforce, service delivery and the implementation of designated nursing and directorate strategy of the services.

The role provides clinical and nursing leadership and management to ensure the effective day-to-day operation of the services and contributes to the delivery of directorate objectives and nursing strategy.

Key Accountabilities:

Nursing and clinical leadership

Effective, visible and accessible professional nursing leadership which actively strengthens frontline leadership to pursue excellence in nursing care delivery.

- Accountable for optimal nursing care delivery, safe environments and cost effective nursing models
- Implement and monitor nursing standards of practice for best patient outcomes, professional practice development and models of care in alignment with the directorate’s quality, safety and sustainability requirements
- Identify opportunities for nursing innovation and initiates within the service, developing business cases for progression
- Lead and implement new or designated transformational change within the service
- Participate and/or co-ordinates a team approach to new service development initiatives to ensure ongoing financial viability for the service
- Successful teamwork and collaboration with key stakeholders and the multidisciplinary team
- Required levels of clinical and operational competence to meet the needs of the service, the patient and family/whanau within the nursing team
- Assist staff to resolve ethical and professional issues and elevate when appropriate
- Participate and contribute in the Nursing Clinical Governance framework for the development and deployment of nursing strategy for the directorate
- Maintain an overview of clinical and professional trends affecting nurses within their service/s, assisting direct reports’ to implement plans to address in conjunction with Nurse Director
- Ensures senior nurse and expanded practice roles are delivering care / services at the top of scope of practice meeting advanced practice competencies
- Lead nursing portfolio or project responsibilities as delegated by the Nurse Director

Management of the day to day care delivery across the service/s

Consults and supports the senior nursing and multidisciplinary team and manages operational
needs to facilitate optimal patient care delivery aligned to service requirements

- Assist staff working with patients with complex needs and/or difficult situations
- Balance workload in conjunction with the senior nursing team
- Monitor patient flow, trends within the service. Contribute strategies to enable expeditious patient flow
- Monitor patient occupancy levels and resourcing and safe staffing, identifying potential risks
- Optimise patient care, coordination and discharge planning through effective team practices
- Ensure patient and family/whanau voice and individualised care are provided for though effective leadership and advocacy
- Enable culturally appropriate patient care by assisting staff to understand the diverse needs of the Maori and Pacific populations and by liaising with the relevant cultural unit to provide the appropriate standard of care
- Initiate and/or contribute to clinical review/case conference meetings as appropriate
- Accurate and up to date nursing documentation is evident
- Ensure all data collection requirements for the nursing service that support service delivery are met
- Provide information to the leadership team to enable accurate forecasting of resource requirements

Resource management
Nursing service/s operate within the approved budget for staffing and consumables

- Deliver quality nursing care within budgeted cost structures
- Clinical input into budget planning and decision making to reflect service requirements
- Monitor expenditure, account for variance and develop mitigation strategies
- Identify capital equipment requirements, timely requisition and installation of approved equipment
- Manage FTE, rostering and leave planning to ensure service continuity and capacity
- Lead and support senior nurses with the recruitment of quality nursing staff
- All direct reports participate in annual appraisal, peer review and professional development plans in conjunction with other professional leaders
- Succession and leave plans are in place for the nursing workforce and members of the multidisciplinary team
- Co-ordinate performance management of nursing staff in consultation with senior nurses, other professional leads and Human Resources as appropriate
- Professional Development Programmes are developed and implemented for all direct reports
- Participate and implement nursing education and practice development strategy and education framework

Quality and safety
Accountable for quality improvement programmes and initiatives to ensure optimal nursing management throughout the patient journey

- Ensure that clinical care delivery is family/whanau centred and meets the highest standards
- Contribute to service quality improvement programmes
- Quality and safety processes and systems are in place to support clinical care delivery including data collection
- Develop standards of practice, evidence-based guidelines/policies and clear expectations of staff in conjunction with the multidisciplinary team, aligned with Nursing Clinical Governance framework.
- Nursing metric is in place within the service
- Patient safety is sustained through quality improvement, audit, patient and family voice and service innovation
- Clinical incidents and complaints are managed and mitigation strategies are in place
- All risks are clearly identified and appropriate actions taken. Contribution to serious and sentinel event reviews
- Works in partnership with service leads to attain certification
- Compliance with regulatory requirements including health and safety and certification

**Innovation and improvement**

Contributes innovative thinking which will transform the patient experience within the service/s
- Participate in directorate change initiatives and lead service-level initiatives
- Lead assigned projects within the directorate improvement programme
- Actively problem solve and address service quality and improvement opportunities

**Professional development**

Professional development enhances nursing leadership, clinical and managerial skills
- Participate in relevant service and professional development programmes
- Establishes annual goals, objectives, performance targets and strategies to meet these
- Attends educational opportunities/conferences/forums relevant to the role and scope of practice
- Participates in relevant research activities

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**Direct Reports (indirect):** TBC  
**Budget Accountability (if applicable):** TBC

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**Relationships:**

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<tr>
<th>External</th>
<th>Internal</th>
<th>Committees/Groups</th>
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<tbody>
<tr>
<td>Families/whanau and caregivers</td>
<td>Nurse Director</td>
<td>Quality &amp; Clinical Safety</td>
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<tr>
<td>Health providers outside ADHB</td>
<td>General Manager</td>
<td>Health &amp; Safety</td>
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<tr>
<td>NZ Nursing Council</td>
<td>Director of Allied Health</td>
<td>Nursing Clinical Governance Council and/or other sub committees within the governance framework</td>
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<td>NZNO</td>
<td>Director of Performance Improvement</td>
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<tr>
<td>Community and sector organisations</td>
<td>Service Clinical Directors</td>
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<tr>
<td>Other agencies</td>
<td>Other Senior Nurses</td>
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<td>Other ADHB clinical areas</td>
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<td>Chief Nursing Officer</td>
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<td>Allied Health Staff</td>
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<td>Professional Advisors</td>
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<td>Clients/Customer/Patients</td>
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**PERSON SPECIFICATION**

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<tr>
<th>Education &amp; Qualifications</th>
<th>Essential</th>
<th>Desired</th>
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<tr>
<td>Professional</td>
<td>RGON, RN, BHSc (Nursing)</td>
<td>Masters</td>
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Welcome Haere Mai | Respect Manaaki | Together Tūhono | Aim High Angamua
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<tr>
<th>Competency</th>
<th>Description</th>
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| Professional accountability                    | ▪ Maintain expert clinical nursing knowledge and skills  
▪ Demonstrate value based leadership  
▪ Support an environment in which excellence in clinical nursing care can flourish  
▪ Contribute to the professional nursing standards across the Directorate  
▪ New graduate initiatives support long term sustainability strategy for nursing |
| People / Team Leadership                       | ▪ Actively listen to staff and provides ongoing feedback.  
▪ Recognise and celebrates the achievement of others  
▪ Develop successful teamwork and collaborations  
▪ Clearly communicates with staff and provides an environment during one-on-one and performance appraisals which is supportive and positive  
▪ Identify and develops potential in nursing teams to support succession planning  
▪ Encourages staff to identify opportunities for improvement  
▪ Actively implements recruitment and retention strategies in line with organisation-wide objectives |
| Quality Improvement                             | ▪ Identify quality improvement initiatives  
▪ Contribute to quality improvement and quality assurance within the Directorate |
| Financial / Business Management                 | ▪ Ability to implement service delivery plans  
▪ Develop new business case initiatives  
▪ Clearly communicate plans and expectations to staff  
▪ Financial acumen |
| Change Management                  | Utilise data and analyse trends  
|                                   | Prepares reports                  |
|                                   | Effectively lead change processes |
|                                   | Lead change management projects by coaching staff, championing issues, through communication and implementation strategies |
|                                   | Participate in change management projects across the service and organisation-wide |
|                                   | Support staff in undertaking new challenges |

| 5. Value Diversity               | Understands significance of Treaty of Waitangi |
|                                  | Display cultural sensitivity |
|                                  | Appreciate insights and ideas of all individuals and work effectively with these differences. |
WORKING FOR ADHB – EXPECTATIONS OF EMPLOYEES

CITIZENSHIP
All employees are expected to contribute to the innovation and improvement of Auckland District Health Board as an organisation. This means:

- Using resources responsibly
- Models ADHB values in all interactions
- Maintaining standards of ethical behaviour and practice
- Meeting ADHB’s performance standards
- Participating in organisation development and performance improvement initiatives
- Helping to develop and maintain Maori capability in ADHB, including developing our understanding of the Treaty of Waitangi and ways in which it applies in our work
- Raising and addressing issues of concern promptly

THE EMPLOYER AND EMPLOYEE RELATIONSHIP
We have a shared responsibility for maintaining good employer/employee relationships. This means:

- Acting to ensure a safe and healthy working environment at all times
- Focusing our best efforts on achieving ADHB’s objectives

A performance agreement will be reached between the employee and their direct manager and/or professional leader containing specific expectations.

CONSUMER/CUSTOMER/STAKEHOLDER COMMITMENT
All employees are responsible for striving to continuously improve service quality and performance. This means:

- Taking the initiative to meet the needs of the consumer/customer/stakeholder
- Addressing our obligations under the Treaty of Waitangi
- Involving the consumer/customer/stakeholder in defining expectations around the nature of the services to be delivered and the timeframe
- Keeping the consumer/stakeholder informed of progress
- Following through on actions and queries
- Following up with the consumer/customer/stakeholder on their satisfaction with the services

PROFESSIONAL DEVELOPMENT
As the business of ADHB develops, the responsibilities and functions of positions may change. All staff are expected to contribute and adapt to change by:

- Undertaking professional development
- Applying skills to a number of long and short term projects across different parts of the organisation
- Undertaking such development opportunities as ADHB may reasonably require
1. Operational Performance

- Ensure day to day operational performance across the portfolio is maintained.
- Ensure effective maintenance of equipment and facilities and identify improvements required
- Ensure effective processes across the portfolio to support service delivery
- Support and enable safe and high quality service delivery across the portfolio

2. Capacity and demand planning

- Ensure service continuity and production is maintained through effective planning and alignment of capacity to demand.
- Lead service-level production planning process
- Ensure rostering and leave planning supports service continuity and capacity
- Deploy resources in line with service need

3. Staff and team performance

- Ensure clear performance expectations in line with directorate objectives and targets for all direct reports and effectively manage to the agreed expectations.
- Monitor and provide clear feedback on performance
- Ensure all direct reports have an annual performance review and development plan
- Actively promote health and safety and engage staff in reducing risk
- Lead and support workforce engagement within the assigned portfolio
- Monitor workforce metrics and identify risks and opportunities and plans to address these
- Identify and manage poor performance to ensure required service outcomes

4. Financial performance

- Ensure sustainable delivery of services within budgeted resources.
- Contain service costs to within budgeted cost structures
- Ensure the delivery of services is aligned with contracted volumes
- Monitor and report on service-level contract performance
- Monitor financial performance within the portfolio and identify risks and opportunities and means to address these
- Identify and plan for service capital requirements within required deadlines and financial constraints.