Date: November 2015

Job Title : Charge Nurse Manager  
Department : Outpatient Department  
Location : North Shore Hospital  

Reporting To :  
- Operations Manager for the achievement of service, operational and financial KPIs  
- Head of Division Nursing for maintenance of professional standards, the development of professional practice and the development of the professional workforce.

Direct Reports : Registered Nurses, Patient Care Assistants and administrative staff

Functional Relationships with :  
- INTERNAL  
  - Consumers and Families  
  - Division management team  
  - Consultants, Clinical Leads / Directors  
  - Nursing staff as above  
  - Clinical Nurse Specialists  
  - Other CNM's  
  - Director of Nursing & Midwifery  
  - Clinical staff from across Provider Arm  
  - Duty Nurse Managers  
  - Bureau Manager  
- Quality team  
- Allied Health team  
- Support Services: pharmacy, laboratory, social work, clinical engineering, facilities  
- Cleaning and orderly staff  

External :  
- Colleagues in other DHBs  
- Schools of Nursing tutors  
- Human Resources  
- Recruitment  
- Procurement

Our DHB Purpose, Values and Standards
At the heart of Waitemata DHB is our promise of ‘better care for everyone’. This promise statement is the articulation of our three-fold purpose to:
1. promote wellness,  
2. prevent, cure and ameliorate ill health and  
3. relieve the suffering of those entrusted to our care.

At the heart of our values is the need for all of us to reflect on the intrinsic dignity of every single person that enters our care. It is a privilege to be able to care for patients, whānau and our community, a privilege that is sometimes overlooked in our day to day work.

Our standards and behaviours serve as a reminder to us all about how we are with our patients and with each other.
Purpose of the role

Proactive and dynamic clinical leadership and operational management of unit/team. Includes management of staff, systems and resources to support quality service delivery and team functioning. Includes monitoring of standards of care and practice, liaising with patients/service users and family/whanau.

- The Charge Nurse Manager (CNM) is the professional and clinical leader who actively contributes to, and is accountable for, meeting key nursing and organizational priorities and objectives.
- The CNM operationalises the core values of nursing and the organization by ensuring a safe and supportive environment for patients and staff.
- The CNM provides proactive, dynamic clinical leadership and operational management, coordinating the pre and post procedure care, staff, systems and resources to meet the needs of the patients and their families to the highest standard, efficiently and effectively.
- The CNM is accountable for the professional development of staff to ensure they deliver excellence in clinical practice, managing clinical risk and implementing systems and processes to improve patient access to services and achieving quality outcomes for care.
Position description

<table>
<thead>
<tr>
<th>Domain One</th>
<th>Professional responsibility</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Includes accountabilities for professional, legal, ethical and culturally safe practice. This includes being able to demonstrate advanced critical thinking, judgement and accountability for own actions and decisions</td>
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<table>
<thead>
<tr>
<th>Professional Leadership</th>
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<tbody>
<tr>
<td>• Meets all registered nurse PDRP competencies at minimum of RN Level 4 requirements – refer generic RN competencies</td>
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<tr>
<td>• Perceived as highly effective, progressive and knowledgeable in area of practice, according to legal, ethical, cultural safety/sensitivity and professional standards.</td>
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<tr>
<td>• Promotes a quality practice environment that supports the health professional’s ability to provide safe, effective and ethical nursing practice</td>
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<tr>
<td>• Role models expectations and reinforces systems and processes to ensure clinical standards and DHB values are evident in service delivery. Policies, procedures and guidelines are accessible for staff reference. Ensures that clinical standards are met</td>
</tr>
<tr>
<td>• Sets and clearly communicates clinical standards and behavioural expectations for all staff providing care in the department and holds nursing staff accountable for meeting these expectations. Conduct in the workplace is ethical and professional according to Nursing Practice Code</td>
</tr>
<tr>
<td>• Role models leads by example collaboration with inter-disciplinary teams and engagement with specialists to support clinical reasoning and professional judgement in nursing practice issues and decisions meets the needs of patients at risk</td>
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<tr>
<td>• Undertakes or leads specific service or organisational portfolio responsibilities, optimising patient safety.</td>
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<tr>
<td>• Demonstrates willingness to participate as a member of the service senior nursing team, and implements clinical practice initiatives, systems and processes related to health directives, and as agreed by the team, to ensure consistency of best practice across the services. Participates in professional discussions in order to influence development of the profession and services</td>
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<table>
<thead>
<tr>
<th>Professional Practice development</th>
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<tbody>
<tr>
<td>• Self-directed in achieving learning and development plan, including PDRP responsibilities /current portfolio. Attends educational opportunities and conferences. Has presented own portfolio for assessment that meets the accepted standard as a senior nurse</td>
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<tr>
<td>• Actively participates in professional nursing groups, maintains local, regional and national networks.</td>
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<td>• Seeks feedback on own performance, then acts on it.</td>
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<tr>
<td>• Seeks monthly professional supervision and also engages with Head of Division Nursing to discuss how to address areas of difficulty and review quality of practice.</td>
</tr>
<tr>
<td>• Assists in the implementation of nursing practice and models of care appropriate to patient /client population needs</td>
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</table>
## Charge Nurse Manager - Outpatient Department North Shore Hospital

**Position description**

### KEY ACCOUNTABILITIES

**Domain Two**  
**Management of nursing care**  
*Includes accountability related to patient/client assessment and management of advanced nursing care that is supported by evidence*

<table>
<thead>
<tr>
<th>Clinical Management of Nursing Care</th>
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<tbody>
<tr>
<td><strong>Clinical visibility, practice monitoring</strong></td>
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<tr>
<td>• Undertakes daily leadership rounds of clinical service delivery areas</td>
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<tr>
<td>• Service delivery is patient and whanau (family) focused ensuring a positive patient experience</td>
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<tr>
<td>• Develops and utilises systems and processed to ensure that patient flow KPIs are met. FSA, and Follow up presentations are managed efficiently and effectively</td>
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<tr>
<td>• Ensures appropriate specialty allocation and shift co-ordination, and utilisation of Outpatient Whiteboard data to manage patient flow</td>
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<tr>
<td>• Situational Awareness - knows what is happening across the whole department monitoring and assessing wait times / clinic volumes to proactively manage care provision</td>
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<td>• Works alongside medical staff to ensure that the patient / family / whanau receives explanation of the effects, consequences and alternatives of proposed treatment options.</td>
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<td>• Ensures that documentation is accurate and maintains confidentiality</td>
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<td>• Ensures the current WDHB values are adhered to in practice</td>
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<tr>
<th>Equipment &amp; Supplies</th>
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<tbody>
<tr>
<td>• Equipment is checked, available appropriate to the service needs, is well maintained i.e. clean, serviced. Works with Clinical Engineering to ensure regular maintenance. Plans replacement programme/CAPEX with manager.</td>
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<td>• Inventory of equipment and supplies is current and staff trained in effective use of equipment</td>
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<tr>
<td>• Undertakes evaluation of new products and seeks ways to minimise costs and support standardisation</td>
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<td>• Correctly completes capital expenditure submissions</td>
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<tr>
<th>Human Resource Management</th>
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<tr>
<td><strong>Team management and recruitment</strong></td>
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<tr>
<td>• Has a good system for managing the differentiated team, including knowledge of skill/practice level, development plans, education plans, appraisal schedule. Reviews staffing profiles</td>
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<tr>
<td>• Knows where to access and how to follow and implement HR policies, processes and guidelines. Sets up and applies employment contracts consistently</td>
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<tr>
<td>• Meet regularly with the team to keep them informed, updated, to address systems issues and plan together, celebrate and team build. Holds monthly minuted team meetings, ensures all staff access to 1:1 meetings and annual appraisals</td>
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<tr>
<td>• Meet regularly with individuals to develop their potential and confirm motivation/resilience</td>
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<tr>
<td>• Work confidently with Recruitment and Human Resources team to manage staff recruitment, selection and planned orientation</td>
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<tr>
<td>• Actively manages attraction, recruitment and retention of staff in the unit. Vacancies are maintained at a minimum. Turnover trends are monitored closely and issues addressed</td>
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<td>• Leads innovative and professional team building activities</td>
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<td>• Tension and conflict is managed positively and issues resolved to the satisfaction of all involved. Explores the needs, concerns and interests of others. Communicates clearly/succinctly in appropriate style and presents effectively in various situations.</td>
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<tr>
<td>• Builds an environment of excellence and innovation that empowers nurses and other team members to be active participants in the multidisciplinary team.</td>
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### Charge Nurse Manager - Outpatient Department

**North Shore Hospital**

### Position Description

**Waitemata District Health Board**

**JOB DESCRIPTION**

Charge Nurse Manager – Outpatient Department. Approved by the Director of Nursing & Midwifery 1 November 2015

### KEY ACCOUNTABILITIES

| Planning | • Annually reviews workforce plan with operations manager and professional leader. Uses Whiteboard data in annual budget planning.  
• Contributes to the Division learning framework planning ensures staff scheduled for the annual Training Plan to meet identified training needs  
• Supports staff development and progression to achieve current level of practice and progression needs. All nurses are supported to achieve their own professional practice goals.  
• Identifies and implements strategies to recruit and retain staff to ensure staff are employed with the skills and attitudes that align with the DHB values and specialty nursing competencies  
• Initiates, develops and implements flexible workforce models that are responsive to the changing needs of service users and staff |
| Scheduling/Rostering | • Rostering is compliant with policy and MECA guidelines: is safe, fair, balanced and cost effective. Skill mix is appropriate and cost effective. Monitors that rostering is safe and cost effective. Is proactive in addressing planned absences and roster shortfalls. Staff absences are monitored and addressed to support the staff member and support the team.  
• Workforce and resources scheduled to deliver a responsive and efficient service to meet Outpatient operational hours and using person centred care model of practice  
• Coordinates resources present [right people/skill mix in the right place/roster] with staff doing the right things [standards & supervision], at the right time [monitoring] to achieve the right outcome. Coordinates day to day staffing and resources, is involved in assessing changing patient needs and putting strategies and resources in place to meet those needs. |
| Performance Development & Management | • All nursing staff receive support during orientation with preceptor, receive access to learning and competence assessment, appraisal annually, a development plan of skill and expertise and acknowledges their potential e.g. resource role, levels of practice, access to education opportunities. Includes audit of practice, appraisal, development plan, coaching and feedback. 100 % compliance with mandatory and core training for safety.  
• Performance issues are addressed through clear expectations, coaching, goal setting and feedback  
• Reports quarterly that all nurses’ hold a current annual practising certificates, and are up to date with portfolios. Keeps the Head of Division Nursing informed of changes and any issues  
• Develops leadership skills in staff to effectively manage the team in CNM absence  
• Provide strong, consistent and effective professional leadership of the Outpatient Team. Uses participative decision-making procedures whilst maintaining overall control of the team. Understands individuals’ abilities and limitations and manages these effectively. |
| Financial Management | • Manages staff and consumable costs within annual budget allocation. Monitors/reports on use of casuas/agency and overtime and manages within budget  
• Maintains a monthly staff vacancy spreadsheet to assist with FTE planning within own area and across the service  
• Identifies opportunities for savings/efficient utilisation of resources  
• Manages the resources and impress processes to meet needs and minimise cost. Recommends and introduces changes in operational processes to minimise cost & wastage in use of resources  
• Plans and manages people, the department, systems, processes and resources to ensure that service and patient needs are met within allocated resources in an efficient and effective manner. |
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<tr>
<th>Domain Three</th>
<th>Interpersonal relationships and enhancing the patient experience</th>
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<tr>
<td></td>
<td>Includes accountability for interpersonal and therapeutic communication with clients/patients and members of the health care team.</td>
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<tr>
<td>Financial Mgt, Contd</td>
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<tr>
<td>• Reviews expenditure each month, interacting with Business Analyst and HoD Nursing or Operations Manager. Reports and explains monthly variances and trends. Takes appropriate action in response.</td>
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<td>• Identifies and reports in a timely way where resource/finance constraints are affecting best practice</td>
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<td>• WDHB delegated authority is provided in the absence of the manager</td>
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<tr>
<td>KEY ACCOUNTABILITIES</td>
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<tr>
<td>Domain Four</td>
<td>Interprofessional healthcare and quality improvement to deliver organisational objectives</td>
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<tr>
<td>Includes accountability for evaluating the effectiveness of care and promotion of nursing perspective within the health care team.</td>
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<tr>
<td>Quality Improvements</td>
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<td>• Has a quality plan for the unit and actively leads the audit and PDSA programme/corrective actions to improve quality &amp; care improvement, risk management and resource utilisation review. Includes trending and auditing and developing appropriate responses. Produces an annual report of quality activity and achievements.</td>
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<tr>
<td>• Actively participates in quality improvement forums, audits, weekly review of practice and operational meetings to ensure that practice is based on best practice guidelines and meets legislative requirements for the population served.</td>
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<tr>
<td>• Implements best practice pathways, protocols and guidelines in the specific area of practice that are research based. Change agent/leader - Identifies efficiencies through new and innovative ways of working, improve quality of care and patients experience</td>
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### Charge Nurse Manager - Outpatient Department North Shore Hospital

**Position description**

- Participates in interdisciplinary case review processes and clinical supervision
- Reviews incident reports in a timely manner and provides prompt written responses to complaints and investigations.
- Implements the structured risk identification and management approach to identify clinical risks and implement processes and practices to monitor and mitigate these risks.
- Monitors that clinical practice is at the highest standard possible: that nurses undertake comprehensive and accurate nursing assessment, with a focus on on-going implementation and evaluation of care
- Actively implements improvement initiatives to achieve targets and identified KPI to show that the service is achieving safety standards. Communicates results so that staff are motivated to attain a high standard of practice outcomes. Includes meeting the HDSS standards
- Staff satisfaction is measured and acted upon where feedback is collated and corrective actions are discussed and implemented where possible
- Is Fire Warden and knows how to respond and support in an emergency situation.

### Quality Improvement

- Guideline and policy development
- Participates in interdisciplinary case review processes and clinical supervision
- Reviews incident reports in a timely manner and provides prompt written responses to complaints and investigations.
- Implements the structured risk identification and management approach to identify clinical risks and implement processes and practices to monitor and mitigate these risks.
- Monitors that clinical practice is at the highest standard possible: that nurses undertake comprehensive and accurate nursing assessment, with a focus on on-going implementation and evaluation of care
- Actively implements improvement initiatives to achieve targets and identified KPI to show that the service is achieving safety standards. Communicates results so that staff are motivated to attain a high standard of practice outcomes. Includes meeting the HDSS standards
- Staff satisfaction is measured and acted upon where feedback is collated and corrective actions are discussed and implemented where possible
- Is Fire Warden and knows how to respond and support in an emergency situation.

### Service Development

- Participates in service development and strategic leadership to enhance the patient experience and application of values in practice.
- Implements and manages initiatives to address differential access to healthcare services for Maori.
- Assists the HoD or Operations Manager to develop service plans to achieve performance targets

### Workplace Health & Safety

- Ensures that an active OH&S program is in place in the unit. Manages workplace Health and Safety under Health and Safety Act 1992.
- Works with the named Health & Safety representative on workplace hazards to ensure these are identified and reported.
- Actively facilitates discussion with the team about the values, expected behaviours, standards of practice, code of consumer rights and results of audits. Communication processes are in place to facilitate feedback from staff. Makes changes to minimize risks.
- Works with Occupational Health practitioners regarding compliance with standards
- Company health and safety policies are read and understood and relevant procedures applied to their own work activities
- Workplace hazards are identified and reported, including self-management of hazards where appropriate

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**VERIFICATION:**

Employee: ____________________________ Date: ______________
Manager: ____________________________ Date: ______________

*Note: This job description forms part of an individual’s contract of employment and must be attached to that contract.*
Position description

PERSON SPECIFICATION

POSITION TITLE: Charge Nurse Manager

Education and Qualifications
- RCpN, RGON, BHSC
- Current APC as Registered Nurse in New Zealand
- Post graduate certificate/diploma in specialty practice nursing [minimum]
- Masters in Nursing or equivalent and relevant in leadership and or management [preferred]

Experience
- Minimum of 5 years post registration experience. RN 4 preferred
- Contemporary clinical practice with complex clinical health needs
- Experience in clinical professional leadership
- Experience in working in an acute care setting in a large or complex organization

Skills/Knowledge/Behaviour
- Contemporary nursing knowledge and skill – with knowledge of evidence-based practice requirements. A positive Nursing identity
- Demonstrated operational management/care coordination skills
- Dynamic and creative approach to nursing care and education
- People Management in a complex environment
- High professional standards and motivates a team to achieve expectations
- Evidence of strong commitment to quality improvement
- Financial management
- Participant in strategic developments across the continuity of care, integrating, hospital community and primary health care
- Quality Management at Service level. Includes incident and complaints management
- Able to work with patients and families with complex needs. Skilled to address patient learning needs
- A passion for improving outpatient nursing practice and standards of care
- Project management and quality improvement processes
- Evidence of good relationships in ensuring continuity of care: hospital and community care

Personal Attributes
- Leadership
- People Management
- Teamwork
- Cultural Safety
- Self-management
- Patient/client population focused
- Communication / interpersonal skills
- Innovation
- Flexibility
- Planning and monitoring
- Proactive attitude
- Excellent communicator
- Articulate, good presentation skills
- Self-directed and motivated
- Strong teamwork reputation, confident collaboration
- Resilience
- Positive professionally mature
- Able to influence without conflict, accepts constructive feedback
- Culturally safe practice

Waitemata District Health Board - JOB DESCRIPTION - Charge Nurse Manager – Outpatient Department. Approved by the Director of Nursing & Midwifery 1 November 2015