Charge Nurse Manager

Position Description

Date: August 2018

Job Title: Charge Nurse Manager

Department: Kaupapa Maori Stream

Location: Regional Forensic Psychiatry Services

Reporting To: Operations Manager

Direct Reports: All Health Care Professionals (excluding medical staff), Health Care Assistants and Administration Staff within the allocated ward.

Functional Relationships with:

- **Internal**
  - Clinical Director
  - Operations Manager
  - Kaumatua
  - Service users and their Family and Whanau
  - Clinical Lead – Kaupapa Maori Stream
  - Clinical Lead - Programmes
  - Clinical Nurse Lead
  - Clinical Nurse Educator
  - Quality Lead RFPS
  - Medical staff
  - Allied Health Professional Advisors
  - Cultural Advisors
  - Consumer Advisors
  - Family/Whanau Advisor
  - Environments, Security and Buildings Manager
  - Other Charge Nurse Managers and senior clinical staff
  - SMH&AS Educators
  - Quality Team
  - HR Manager
  - Support Services: Pharmacy, Laboratory,

- **External**
  - Other Mental Health Services
  - NGO Providers
  - Health Advocates
  - Mental Health colleagues in other DHB’s
  - Professional and Union Organisations
Charge Nurse Manager

**Position Description**

**Purpose of the role**
To provide leadership and operational management which supports delivery of quality care and the efficient and effective management of systems and resources which will promote partnership with, and meets the needs of, service users, their families and Whanau.

**Our Purpose, Values and Standards**

At the heart of Waitemata DHB is our promise of ‘best 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, whanau 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.
## Charge Nurse Manager

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<th>KEY TASKS</th>
<th>EXPECTED OUTCOMES</th>
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| Effectively manage systems, processes and resources that will assist the staff to meet the needs of the service user / Tangata Whaiora in an efficient and cost-effective manner. Management of care to achieve service user focused care to the highest professional standard possible. | - Leads planning and management of employees, systems, processes and resources to ensure that service and needs are met within allocated resources in an efficient and effective manner.  
- Has oversight and reporting responsibility for service KPIs and health outcomes i.e.: - length of stay  
  - restrictive practices  
  - wait list  
  - HONOS secure  
  - Family whanau/contacts  
- Schedules workforce and resources to deliver a responsive and efficient service 24 hours a day, 7 days a week.  
- Staff workload is monitored and staff encouraged to discuss workload management. |

| Manages staff recruitment.  
Establishes and reviews appropriate staffing profiles for nursing, Allied health and support staff.  
Ensures an annual workforce plan is developed and regularly monitored for the Male Admission Unit which Identifies and implements strategies to recruit and retain staff.  
Ensures staff employed demonstrates the skills and attitudes which align with mental health and addictions competencies, and intellectual disability specialty.  
Initiates, develops and implements flexible workforce models which are responsive to the changing needs of service users and staff.  
Adequate where to access, how to follow and implement HR policies, processes and guidelines  
Maintains a record of when nurses’ annual practising certificates and portfolios are due and keeps the Clinical Lead informed of changes and any issues  
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.  
Supports clinical MDT managers in assessing changing service user needs and putting strategies and resources in place to meet those needs.  
Rostering is compliant with guidelines: is safe, fair, balanced and cost effective. Skill mix is appropriate and cost effective. |
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|                                                    | • Proactive in addressing planned absences and roster shortfalls.  
|                                                    | • Staff absences are monitored and addressed to support the staff member and the team.  
|                                                    | • Sickness and absenteeism is addressed and cover managed effectively  
|                                                    | • Vacancies are maintained at a minimum.  
|                                                    | • Performance is managed using clear expectations, coaching, goal setting and feedback. Follows the WHDB performance management process.  
|                                                    | • Ensure all staff has annual appraisals, development plans, coaching and feedback.  
|                                                    | • PDRP’s are monitored and show all staff have a current level of practice and a plan to progress from competent to proficient (and expert as appropriate – nurses only).  
|                                                    | • Works with the Clinical Nurse Specialist to ensure there is a good mix of nurses at each level.  
|                                                    | • Operational Reports are provided monthly.  
|                                                    | • Builds an environment of excellence and innovation which empowers all team members to be active participants in the multidisciplinary team.  
|                                                    | • Role models service improvement and change programmes.  
|                                                    | • Role models and implements innovative initiatives to create positive team relationships in partnership with the Clinical Nurse Specialist.  
|                                                    | • Contribute to strategic planning processes through service and operational meetings.  
|                                                    | • There is an effective communication strategy to ensure that it is auditable to ensure that any strategic plan is disseminated to the employees.  
|                                                    | • Role models strong management and leadership skills resulting in professional credibility and good service outcomes.  
|                                                    | • Role models highly developed communication and change management leadership skills  
|                                                    | • Creates strong morale and spirit in the team; shares wins and successes; fosters open dialogue & defines success in terms of the whole team.  
|                                                    | • Excellent awareness and understanding of the public sector issues/context and initiatives in which WDHB operates.  

**Contributes to service strategic planning and implements changes**

**Provide strong, consistent and effective professional leadership**
## Charge Nurse Manager

**Position Description**

### KEY TASKS

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<tr>
<th><strong>Effective communication</strong></th>
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<tr>
<td>Role models effective communication skills to a wide range of people using reports, meetings, and forums.</td>
<td>• Utilises clear, formal and informal communication at all levels using a professional, diplomatic and concise approach using oral and written communication.</td>
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<tr>
<td>• Demonstrates a non-confrontational approach and an ability to open up communication lines so that issues can be addressed.</td>
<td>• Supports and reinforces the standards expected of the employees.</td>
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<tr>
<td>• Manages the interaction of staff through facilitation and motivation.</td>
<td>• Collaborates with staff around service decisions.</td>
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<tr>
<td>• Uses participative decision-making procedures whilst maintaining overall control of the team. Understands individuals’ abilities and limitations and manages these effectively.</td>
<td>• Provides feedback and guidance to staff whilst empowering them to be responsible for their own results.</td>
</tr>
<tr>
<td>• Tension and conflict is managed positively and issues resolved to the satisfaction of all involved. Explores the needs, concerns and interests of others.</td>
<td>• Communicates clearly/ succinctly in appropriate style and presents effectively in various situations.</td>
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<tr>
<td>• Actively participates as a member of the mental health service group senior team.</td>
<td>• To encourage and promote professional development for the inpatient team</td>
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<tr>
<td>▪ All staff are assisted to attend learning opportunities annually to ensure competence in practice and to ensure progress through the Levels of Practice/ Merit Steps as indicated.</td>
<td>• Staff are supported to maintain professional development.</td>
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<tr>
<td>▪ Staff are supported to maintain professional development.</td>
<td>• Works in partnership with Clinical Nurse Specialist/ Professional Leads to support staff professional development.</td>
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<tr>
<td>▪ Participates in professional discussions in order to influence development of the profession and services</td>
<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>▪ Promotes professional development and seeks advice from Clinical Nurse Lead/ Allied Health Professional Advisor in a timely manner regarding professional issues as required.</td>
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| **Quality and Risk Management** | - Develops and maintains quality systems and professional standards.  
- Reinforce a strong customer-focused service.  
- There is a coordinated and timely response to a service crisis.  
- Provides input into the development of policy, standards and procedures, ensuring these are accessible to staff reference.  
- Actively implements improvement initiatives to achieve targets and identified KPI to show the service is achieving safety standards  
- There is collaboration with Clinical Quality Coordinator to meet requirements and ensure ongoing service improvement.  
- Implements a structured risk management approaches to identify clinical risks and implement processes and practices to monitor and mitigate these risks in conjunction with Clinical Nurse Specialist.  
- Manages incident and complaint investigations and audits/ review of practice standards in a timely manner and the necessary corrective actions are implemented and evaluated in conjunction with CWSs.  
- Staff receive education which supports CNE to ensure all employees have attended mandatory and core training needs relevant to the service.  
- Ensures appropriate equipment and resources are available and maintained to allow for appropriate monitoring and care delivery when required.  
- Change is managed appropriately. Staff satisfaction with the process is articulated.                                                                 |
| **Health & Safety**        | - Ensures that an active OH&S program is in place in the Male Admission Unit.  
- Manages workplace Health and Safety under Health and Safety Act 2015. Ensures the Waitemata DHB’s Health and Safety Policies are understood and relevant procedures applied to own work activities.  
- Reports issues as appropriate and makes necessary changes to minimize risks.  
- There is liaison with Occupational Health.  
- Manages incidents in relation to Health & Safety in a timely manner and the resulting corrective actions are implemented and evaluated. |
## Charge Nurse Manager

**Position Description**

### Key Tasks

<table>
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<th>Finance</th>
<th>Expected Outcomes</th>
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<td>• The budget is monitored and prepared accurately and within required timeframe.</td>
<td>• Manages budget within allocation.</td>
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<tr>
<td>• Recommends and introduces changes in operational processes to minimize cost &amp; wastage in use of resources.</td>
<td>• Monitors expenditure, interacting with the Operations Manager. Explains variances and trends. Takes appropriate action in response.</td>
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<tr>
<td>• Monitors use of bureau and overtime and manages within budget.</td>
<td>• Identifies opportunities for savings/ efficient utilisation of resources.</td>
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<tr>
<td>• Actively manages absenteeism and annual leave balances.</td>
<td>• Monitors use of equipment and devices and is proactive in planning replacement.</td>
</tr>
<tr>
<td>• Monitors use of resources and recommends approaches that will improve efficiency.</td>
<td>• Correctly completes capital expenditure submissions.</td>
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### Personal and Professional Development

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<tr>
<td>• Professional development is actively pursued through participation in in-service or post graduate education, keeping up to date with relevant literature or using other resources to maintain knowledge</td>
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<td>• Participates in professional and organisational activities and committees e.g. List restrictive practices, HONOS secure.</td>
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<tr>
<td>• Conduct in the workplace is ethical and professional.</td>
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<td>• Seeks feedback on own performance, then acts on it.</td>
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<td>• Seeks monthly professional supervision with Clinical Nurse Lead/Allied Professional Advisor to discuss how to address areas of difficulty and review quality of practice.</td>
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<tr>
<td>• Seeks own professional supervision to discuss how to address areas of difficulty and review quality of practice.</td>
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<td>• Has presented own portfolio for assessment that meets the accepted standards.</td>
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<td>• Opportunities to network with other health managers are pursued.</td>
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| **Statutory and Treaty of Waitangi Obligations** | • Ensures the professional and political integrity of WDHB by carrying out all functions in compliance of the Treaty of Waitangi and by demonstrating a serious commitment to keeping the treaty alive.  
• Shows sensitivity to cultural complexity in the workforce and patient population. |
| To recognise individual responsibility for workplace Health and Safety under the Health and Safety at Work Act 2015. | **Contribute to a safe and healthy workplace at WDHB by:**  
• Following, implementing, monitoring and ensuring compliance with all Health and Safety policies and processes.  
• Timely escalation of issues to Risk Register as required.  
• Planning, organising and managing Health and Safety activities directed at preventing harm and promoting wellbeing in the workplace.  
• Ensuring a safe working environment and safe working practices through the Safe Way of Working Health and Safety system.  
• Early and accurate reporting of incidents at work and raising issues of concern when identified. |
### PERSON SPECIFICATION

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<th>Qualification</th>
<th>Minimum</th>
<th>Preferred</th>
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<td>• Registered Nurse with current practising certificate.</td>
<td>• Working towards Masters in Nursing and relevant in leadership and/or management.</td>
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<td>• Post graduate diploma in nursing.</td>
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| Experience                   | Minimum of 5 years post registration clinical practice in mental health and addictions. | Registered Nurse Level 4.                                                 |
|                             | • Registered Nurse Level 3.                                               |                                                                           |
|                             | • Contemporary managerial knowledge and skills.                           |                                                                           |
|                             | • Experience in clinical professional leadership.                         |                                                                           |

| Skills/Knowledge/Behaviour   | Understanding of and commitment to the principles of the Treaty of Waitangi. | Understand Tikanga Maori and/or willing to learn more.                    |
|                             | • 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. |                                                                           |
|                             | • Good computer skills. Word, Excel. Ability to formulate and write reports incorporating Data. |                                                                           |
|                             | • Driver’s License Full.                                                 |                                                                           |
|                             | • Current knowledge of Health & Safety 2015 etc. legislation.              |                                                                           |
## Charge Nurse Manager

### Position Description

| Personal Attributes | • Positive manner, flexible, able to influence without conflict.  
|                     | • Demonstrates resilience.  
|                     | • Strong teamwork reputation.  
|                     | • Excellent communication skills, highly articulate and excellent listening skills; has a way of valuing everyone’s opinions.  
|                     | • Good customer service practices.  
|                     | • Calm, even, consistent and mature personality.  
|                     | • Professional approach.  
|                     | • Manages personal stress effectively.  
|                     | • Sensitive and constructive in responding to the needs of individuals and groups.  
|                     | • Self-directed, uses initiative, confident in negotiation and consultation. |