Date: May 2016

Job Title: Charge Nurse Manager

Department: Endoscopy Services that spans Northshore and Waitakere Hospital Services

Location: North Shore Hospital

Reports to [Line]: Operations Manager - Gastroenterology for the achievement of service, operational and financial KPIs

Reports to [Professional]: Head of Division Nursing – Medicine and health of Older Persons for achievement of quality standards (patient safety, effectiveness and patient experience) maintenance of professional standards, the development of professional practice and the development of the professional workforce.

Direct Reports: Endoscopy Nursing team at NSH and WTH

Health care assistants

Functional Relationships with:

- Internal
  - Nurses: CNS, Educators
  - Clinical Director Gastroenterology
  - Medical: teams, specialists, RMOs
  - Allied Health: MRTs
  - Key department: Duty Nurse Manager, outpatients, Bureau,
  - Managers: GM, Ops Managers
  - Professional leaders: DoNM, ADoN
  - Nursing Development Unit/L&D
  - Quality Team

- External
  - Patients, family/whanau
  - Education provider teachers
  - Primary health care
  - Other DHBs
  - Outsourced providers

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 CNM role

Proactive and dynamic professional leadership and operational management of the endoscopy department. This includes management of staff, systems and resources to support quality service delivery and team engagement. This includes monitoring of standards of care and practice, oversight of endoscopy room utilisation and liaising with the management team, patients/service users and family/whanau. Service and facilities development will be a focus for the next 5 years.
### KEY ACCOUNTABILITIES

**Domain One  Professional responsibility**

*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*

- Meets all registered nurse PDRP competencies at minimum of Senior Nurse competencies
- Perceived as highly effective, progressive and knowledgeable in area of practice, according to legal, ethical, cultural safety/ sensitivity and professional standards.

**Professional Leadership**

- Promotes a quality practice environment that supports the health professional’s ability to provide safe, effective and ethical nursing practice
- 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
- Sets and clearly communicates clinical standards and behavioural expectations for all staff providing care on the ward/unit and holds nursing staff accountable for meeting these expectations. Conduct in the workplace is ethical and professional according to Nursing Practice Code
- Role models leads by example collaboration with interdisciplinary 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
- Undertakes or leads specific service or organisational portfolio responsibilities, optimising patient care
- 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 service.
- Demonstrates willingness to participate as a professional leader within the wider endoscopy team in order to influence development of the profession and services.

**Domain Two  Management of nursing care**

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

**Clinical Management of Nursing Care**

- Works in partnership with the Clinical Nurse specialists.
- Service delivery is patient and whanau (family) focused ensuring a positive patient experience
- Develops and utilises systems and processes to ensure that patient flow KPIs are met for all patients in the endoscopy department. Referrals, transfers and patient arrivals are managed efficiently and effectively.
- Ensures appropriate allocation of resources and shift co-ordination (may delegate as appropriate), and actualisation of data as per required standard.
- Situational Awareness - knows what is happening across the endoscopy department - monitoring and assessing waitlists / elective volume to proactively plan for patient flows.
- Works alongside all staff to ensure that the patient / family /whanau receive explanation of the procedures.
- Ensures that documentation is accurate and maintains confidentiality
- Ensures the current WDHB values are adhered to in practice

**Equipment & Supplies**

- 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.
- Inventory of equipment and supplies is current and staff trained in effective use of equipment
- Undertakes evaluation of new products and seeks ways to minimise costs and support standardisation
- Correctly completes capital expenditure submissions
## Human Resource Management

**Team management and recruitment**

- Has a good system for managing the differentiated team, including knowledge of skill/practice level, development plans, education plans, appraisal schedule. Reviews staffing profiles
- Knows where to access and how to follow and implement HR policies, processes and guidelines. Sets up and applies employment contracts consistently
- Meet regularly with the team to keep them informed, updated, to address systems issues and plan together, celebrate and team build. Holds monthly team meetings, which are documented and ensures access for all staff to 1:1 meetings and annual appraisals
- Meet regularly with individuals to develop their potential and confirm motivation/resilience
- Work confidently with Recruitment and Human Resources team to manage staff recruitment, selection and planned orientation
- 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
- Leads innovative and professional team building activities
- 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.
- Builds an environment of excellence and innovation that empowers nurses and other team members to be active participants in the multidisciplinary team.

## Planning

- Annually reviews workforce plan with operations manager and nursing team. Uses 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. 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 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 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 your absence
**Charge Nurse Manager – Endoscopy Services**

**Position Description**

<table>
<thead>
<tr>
<th>Financial Management</th>
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<tbody>
<tr>
<td>• Manages staff and consumable costs within annual budget allocation. Monitors/reports on use of casuals/agency and overtime and manages within budget</td>
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<tr>
<td>• Maintains a monthly staff vacancy spreadsheet to assist with FTE planning within own area and across the service</td>
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<tr>
<td>• Identifies opportunities for savings/efficient utilisation of resources</td>
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<tr>
<td>• Manages the resources and imprest processes to meet needs and minimise cost. Recommends and introduces changes in operational processes to minimise cost &amp; wastage in use of resources</td>
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<tr>
<td>• Plans and manages people, the inpatient unit, systems, processes and resources to ensure that service and patient needs are met within allocated resources in an efficient and effective manner.</td>
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<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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**Domain Three  Interpersonal relationships and enhancing the patient experience**

*Includes accountability for interpersonal and therapeutic communication with clients/patients and members of the health care team.*

- Demonstrates clinical and professional leadership through effective teamwork and collaborative relationships
- Role models advanced therapeutic communication when establishing, maintaining and concluding relationships with patients, families/whanau, coordinating interdisciplinary team care planning in partnership with the patient/whanau
- Demonstrates strong relationship management skills that result in professional credibility, good patient outcomes and integrated care.
- Uses highly developed communication, change management and leadership skills to create strong morale and spirit in the team
- Communicate to a wide range of people using reports, meetings, and forums. Clear, formal and informal communication at all levels using a professional, diplomatic and concise approach using oral and written communication. Can get messages across that have the desired effect.
- Demonstrates a non-confrontational approach and an ability to open up communication lines so that issues can be addressed.

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**Domain Four Interprofessional healthcare and quality improvement to deliver organisational objectives**

*Includes accountability for evaluating the effectiveness of care and promotion of nursing perspective within the health care team.*

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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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<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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<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>
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<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 – Endoscopy Services
Position Description

Waitemata District Health Board

Quality Improvement:

- Guideline and policy development
- Participates in the development of the endoscopy quality plan and actively leads the audit and PDSA programme/corrective actions to improve quality & care improvement, risk management and resource utilisation review. Includes trending and auditing and developing appropriate responses. Contributes to the annual report of quality activity and achievements.
- 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.
- 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
- 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.

Quality Improvement:

- Guideline and policy development
- Monitors that clinical practice is at the highest standard possible: that nurses undertake comprehensive and accurate nursing assessment, with a focus on ongoing implementation and evaluation of care
- Actively implements improvement initiatives to achieve targets and identified KPIs 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
- 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 management of hazards where appropriate

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.
Service description

Waitemata District Health Board ("WaitemataDHB") provides gastroenterology and endoscopy services to a population of approximately 590,000 people in the Auckland region.

A full range of diagnostic and interventional procedures are performed from referral sources both internal and external throughout the DHB. The case mix includes acute and elective diagnostic service. Urgent acute diagnostic and interventional service is available 24 hours a day 7 days a week with the on call team coverage after hours.

Plans are underway to build additional capacity for endoscopy services on the NSH site with an additional 3 procedure rooms planned for 2018 with state of the art equipment and highly-skilled Interventionalists in post. It is well positioned to accommodate expanded services in future years.
## PERSON SPECIFICATION

### POSITIONS TITLE:

**Charge Nurse Manager**

### Education and Qualifications

- RCPN, RGON, BHSC
- Current APC as Registered Nurse in New Zealand
- Post Graduate Certificate/Diploma in speciality practice
- Post graduate education in leadership or management topics

### Experience

- At least five years post registration practice
- Achieved RN Level 4 or equivalent in theatre or endoscopy specialty with current portfolio
- Contemporary acute care clinical practice with complex clinical health needs, including cannulation, assistance with complex radiological procedures
- Experience in clinical professional leadership role of an acute unit clinical team

### 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
- Clinical professional leadership
- Evidence of strong commitment to quality improvement and ability to lead local quality initiatives
- Dynamic and creative approach to nursing care and education
- Understanding of and commitment to the principles of the Treaty of Waitangi
- People Management in a complex environment
- High professional standards and ability to implement strategies to motivate team to achieve expectations
- Understanding of financial management and ability to use appropriate tools to assist in managing budgets
- Participant in strategic developments across the continuum of care, integrating, hospital community and primary health care

### Personal Attributes

**Leadership**
- Positive, proactive attitude
- Excellent communicator
- Articulate, good presentation skills
- Self-directed and motivated
- Strong teamwork reputation, confident collaboration
- Resilience
- Positive professionally mature, calm, consistent
- Able to influence without conflict, accepts constructive feedback
- Culturally safe practice

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**Job Description**

**Charge Nurse Manager – Endoscopy Services**

**Waitemata District Health Board**

**Position Description**

**Approved Director of Nursing & Midwifery 15/06/2016**

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Waitemata District Health Board – Job Description - CHARGE NURSE MANAGER ENDOSCOPY. Approved Director of Nursing & Midwifery 15/06/2016