Date: January 2016 (review January 2017)

Job Title: Duty Nurse Manager

Department: Waitemata Central

Location: Waitemata DHB (based at NSH and/or WTH)

Reporting to: Operations Manager (NSH and/or WTH)

Professional Line: Charge Nurse Manager

Functional Relationships with

Internal
- All staff (multidisciplinary) in hospital during shift, who work afterhours: nurses, midwives, medical staff, allied health staff, clinical support services, cleaning, food services
- Bed Assignment Coordinator
- All ward, unit and department managers, including charge nurses and charge midwives
- Heads of Division Nursing and Medical
- General Managers and Operational Managers,
- Senior Professional Leaders: DoNM, HoDs, CMO
- Patients of WDHB and their families
- Quality Team
- Off sites i.e. Wilson Centre, Mason Clinic, Pitman House

External
- Visitors
- Public/media contacting the DHB after hours with queries/complaints
- Emergency services: Police, Fire
- Funeral Directors
- Suppliers of equipment, consumables and contractors
- Primary Care Providers
- Other DHB, NGO and health care providers

Purpose of the role: To work in partnership with the Clinical Nurse Manager – Waitemata Central to coordinate patient flow, bed allocation and managing all aspects of hospital operations with a direct responsibility for the operations of the hospital after hours including weekends and public hospitals. The role may work at North Shore and Waitakere Hospitals.

Responsible to monitor, source and allocate replacement staff for clinical areas and provide immediate code response where appropriate. Manage public relations issues and mediate.

Assist with clinical care decision making in partnership with the Clinical Nurse Manager and nursing team in the ‘after hours hospital’.

Provide personal and professional leadership, support, guidance and
management of staff during each shift, interpreting policy and monitoring the quality and safety of service delivery.

Manage emergencies and unplanned interruptions to services through to resolution at all sites as required and/or until the incident management team arrives.

Our 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.
## 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*

**Professional Practice**

- Meets all registered nurse Nursing Council of New Zealand and PDRP competencies
- Perceived as highly effective, progressive and knowledgeable in nursing, according to legal, ethical, cultural safety/ sensitivity and professional standards.
- Maintains and develops own clinical competence and complies with the requirements of the Health Practitioners Competency Assurance Act (2003)
- Maintains professional development through on-going education, participation in professional groups and attends conferences relevant to scope of practice.
- Role models effective interpersonal skills and behaviours.
- Communicates effectively with the interdisciplinary team at night, building relationships to facilitate the achievement of patient goals.
- As delegated by the Operations Manager to support clinical decision-making and problem solving for staff in clinical areas.
- Reports to the Operations Manager as soon as possible regarding any significant human resources management and/or complex patient care issues.
- Reports, documents and addresses incidents and adverse events when appropriate.
- Applies critical reasoning and professional judgement to nursing practice issues and decisions for patients at risk.

### Domain Two  Management of nursing care at advanced practice level

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

**Clinical Practice and Operations**

- Is responsive to access demand facilitating patient flow and monitoring performance after hours to ensure timely quality care. Visit care delivery areas regularly and note workload and system trends through the shift.
- Takes immediate action to assist patient flow from Emergency Department to the wards and escalates operational concerns.
- Works and liaises with Clinical Nurse Manager and clinical areas to facilitate effective discharge planning and care progression overnight.
- Where appropriate, coordinates admissions, transfers and discharges with relevant clinical areas. Ensure Executive on call is kept informed of deviations from normal and issues for follow-up within WDHB and individual services.
- Is responsible for and oversees all operational aspects of managing the hospital out of hours. Accurately maintain required records of activities and decisions, report at the end of each shift, and as required, to Operations Managers, other line manages and professional advisors. Facilitate on the floor teams to maintain services and deal with identified problems.
- Undertakes initial emergency response for emergency and critical incidents using CIMs, supporting frontline services. Calls the on-call manager and emergency response team for support where the incident requires escalation. Briefs the Incident Management Team as appropriate.
- Attends all resuscitation and code orange events to support response teams and identify additional resource or support needs.
- Reports emerging issues when necessary, attempts to resolve them, informs appropriate managers and quality and risk advisors.
**Duty Nurse Manager**  
*Waitemata Central*  
*Position Description*

- Work with clinical areas, monitors resource needs using Trendcare and CAAG. Allocates replacement staff.
- Identifies opportunities for improvement and takes action to implement strategies.

**Manage Hospital functioning after hours**

<table>
<thead>
<tr>
<th>Resource Management, Staff support, guidance and management</th>
<th>Resource Management</th>
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<tbody>
<tr>
<td>• Attends handovers to understand workload pressures, capacity and demand issues. Brings key stakeholders together on the shift to review emerging situations</td>
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<td>• Redeploy or obtain staff and other resources safely with clinically derived assessment to facilitate care delivery and solve problems</td>
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<td>• Use external and internal resources effectively and economically to obtain required results within budget.</td>
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<tr>
<td>• Resolve conflicts, set priorities and make decisions using clinically based decision making.</td>
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<td>• Communicate the WDHB and values based purpose and values when decision making.</td>
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<tr>
<td>• Initiate and actively participate in evidence based quality initiatives to improve the quality of service.</td>
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<td>• Ensure compliance with agreed changes.</td>
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<td>• Execute the delegated authority as per the Executive On call Guidelines. Use Policies, Procedures and Guidelines where available to ensure safe and consistent management.</td>
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- Ensure staffing levels are safe and skill mix appropriate for the acuity and complexity of care provided, using CCDM principles and ensuring compliance with NZNO DHB MECA.
- Utilize staff efficiently and cost effectively, including appropriate placement and support of casual staff.
- Identify human resource issues and resolve in liaison with line managers.
- Maintain and forward to the appropriate manager accurate records of all movements or contracts made.

**Support, guidance and management of staff**

- Support, guide and manage staff according to WDHB policies and procedures
- Recognise and utilize appropriately the expertise of others to assist in supporting clinical staff.
- Assist Managers, Professional Advisors or Clinical Directors in staff assessment. Where appropriate ensure excellence is acknowledged and deficits identified and addressed, and action communicated to the relevant manager.
- Ensure implementation of the WDHB Disciplinary Policy where applicable.

- Maintain operations of the NSH Nursing and Clerical Bureau after hours.
- Maintain operations of NSH Medical Staff Co-ordination unit after hours
- Provide Security Team members with oversight and support.
- Obtain essential supplies and equipment from departments outside their usual hours of operation.
- Communicate with the on-call Pharmacist, liaise with cleaning and food services to ensure continuity of service.

**Prevent or manage actual and potential**

- Respond appropriately to any clinical emergency, managing the staff and situation to ensure the best possible clinical outcome and protection of patient, staff and WDHB (clinical or systemic) within the hospital and advise other
Duty Nurse Manager
Waitemata Central

Position Description

<table>
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<tr>
<th>problems and emergencies</th>
<th>services if events occur off site in liaison with the DHB Emergency Response Team.</th>
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<td></td>
<td>• Undertake initial Incident Coordinator role, as first responder, in the event of an incident requiring emergency procedures i.e. the WDHB Emergency Management Plan for internal or community emergency situations e.g. multiple trauma, spillage of hazardous materials, flooding, electrical supply failure. Apply plans and maintain business continuity until on-call manager and Emergency Response team arrive. Brief the Incident Management Team who will assume management in the event of a large incident.</td>
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<td>• Undertake liaison with emergency services where required as on-site incident coordinator i.e. advice, guidance and management of onsite emergencies such as fire. Maintain effective communication with emergency services for such situations. Direct the other after-hours team leaders. Alerts the on-call manager and Incident response team where off site incidents occur.</td>
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<tr>
<th>Provide general professional leadership of all multidisciplinary team members during shift</th>
<th>• Actively work to facilitate and improve communication within and externally to WDHB</th>
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<td>• Communicate, advocate and base decisions upon WDHB’s Purpose, Values and Priorities.</td>
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<td>• Provide leadership to reflect the standards required by WDHB and work co-operatively with the Director of Nursing and Midwifery and other clinical leaders to ensure provision of quality care. Includes reporting of clinical incidents or professional issues with the Clinical Nurse Manager – Waitemata Central. Document issues and assist with investigations as needed.</td>
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<td>• Have up to date knowledge of healthcare policies and broader health issues and how they influence practice.</td>
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<td>• Be accountable for own actions at all times by acting, documenting, following up and articulating rationale appropriately.</td>
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<td>• Provide nursing staff with clinical oversight and advice in all clinical areas</td>
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<td>• Provide leadership for Handover meetings.</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 especially when coordinating interdisciplinary teams.
- 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.
**Domain Four Objectives**

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

*Includes accountability for evaluating the effectiveness of care within the health care team*

| Quality, Safety, Risk and Improvement | 
|--------------------------------------|---|
| • Maintain an understanding of individual responsibility for patient safety, quality and risk and contribute to organizational quality and safety initiatives. | 
| • Follow organizational safety, quality & risks policies and guidelines. | 
| • Promote and participate in the evaluation and continuous improvement processes. | 
| • Comply with the principles of Patient Centred Care. | 
| • Comply with requirement of National Safety & Quality Health Service Standards and other relevant regulatory requirements. | 
| • Undertakes audits of practice. | 
| • Co-ordinate / participate in / carry out service improvement projects as and when required. | 

| Other requirements | 
|--------------------|---|
| • Ensure compliance with relevant WDHB clinical and administrative policies and guidelines, including privacy legislation. | 
| • Protect confidential information and unauthorized disclosure and not sure, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties. | 
| • Comply with WDHB medication management and medication safety policies and guidelines. | 
| • Comply with the actions set out in the relevant section(s) of the OHB Roles and Responsibilities guidelines. | 
| • Research actives will be undertaken commensurate with the role. | 

| Statutory & 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. | 

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<tr>
<th>To recognise individual responsibility for workplace Health &amp; Safety under the Health &amp; Safety Act 1992 &amp; Amendments 2002</th>
<th>Support WDHB H&amp;S Culture by</th>
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<td>• Following, implementing &amp; ensuring compliance of all H&amp;S policies &amp; processes</td>
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<td>• Planning, organising &amp; managing H&amp;S activities directed at preventing harm &amp; promoting wellbeing in the workplace</td>
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<td>• Ensuring a safe working environment &amp; safe working practices through the Safe Way of Working H&amp;S system</td>
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<td>• Health and safety policies are read and understood and relevant procedures applied to their own work activities</td>
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<td>• Following &amp; complying with H&amp;S policies &amp; processes &amp; applying them to their own work activities</td>
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<td>• Identifying, reporting &amp; self-managing hazards where appropriate</td>
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<td>• Early and accurate reporting of incidents at work</td>
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| Qualification          | • RCpN, RGON, BHSC  
|                       | • Current APC as Registered Nurse in New Zealand  
|                       | • Post graduate education in leadership and management  
|                       | • Current ACLS certification  
|                       | • CIMS 2, CIMS 4  |
| Experience            | Previous experience in a senior nursing leadership role  
|                       | • At least five years post registration practice in acute hospital setting. Experienced in working in an acute inpatient unit in a large or complex organization.  
|                       | • Knowledge of contemporary clinical practice with complex clinical health needs. Broad experience in acute general medicine and surgery. Appropriate clinical knowledge of other specialty services offered within the hospital.  
|                       | • Experience in clinical professional leadership.  
|                       | • Experience with DHB systems and patient administration systems.  
|                       | • Understanding and willingness to embrace information technology and report writing.  
|                       | • Has a current portfolio that meets the Nursing Council of New Zealand competencies expected of an experienced nurse [RN 3/RN4/Senior Nurse]  |
| Skills/ Knowledge/ Behaviour | Recognition as an experienced culturally safe practitioner  
|                          | • Experience in operational management.  
|                          | • The ability to work as part of a team and independently.  
|                          | • Demonstrated self-motivation and ongoing professional development.  
|                          | • The ability to articulate, negotiate and advocate effectively on key issues.  
|                          | • Demonstrated effective interpersonal relations with consumers and all groups with whom functional relationships are required.  
|                          | • The ability to initiate and participate effectively in change.  
|                          | • Demonstrated problem solving, conflict resolution and decision making skills using lateral thinking and the ability to prioritise.  
|                          | • Understands the importance of good relationships in ensuring continuity of care: hospital and community care.  
|                          | • A passion for improving patient experience practice.  |
| Personal Attributes    | Leadership  
|                          | • 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  
|                          | People management  
|                          | Teamwork  
|                          | Cultural safety  
|                          | Self-management  
|                          | Patient/client population focused  
|                          | Communication / interpersonal skills  
|                          | Innovation  
|                          | Flexibility  
|                          | Planning and monitoring  |