Charge Nurse Manager – PACU North Shore Hospital

Date: December 2019

Job Title: Charge Nurse Manager – PACU Unit, North Shore Hospital

Department: PACU Ward/Unit

Location: North Shore Hospital

Reports to: Clinical Nurse Director, Perioperative Service (CND) for service performance, objectives as regards team/people management and clinical service strategies and for the achievement of service, operations and financial KPI’s. 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:
- All registered Nurses
- Enrolled nurses
- Health Care Assistants
- Ward Clerks

Functional Relationships:

INTERNAL
- Nurses: CNs, Educators
- Medical: teams/specialist, RMO
- Allied Health: dietician, physio, OT, SLT
- Key Dept: Duty nurse Manager, theatre, ICU, outpatients, Bureau.
- Managers: GM, Ops Mgrs
- Professional leaders: DoNM, ADoN
- Nursing Development unit: L&D
- Quality team

EXTERNAL
- Patients, family/whanau
- Education provider teachers
- Primary health care
- Other DHB’s

DHB Purpose, Values and Standards
Proactive and dynamic clinical leadership and operational management of ward/unit/team. Includes management of staff, systems and resources to support 24/7 quality service delivery and team functioning. Includes monitoring of standards of care and practice, liaising with patients/service users and family/whanau.
Charge Nurse Manager – PACU North Shore Hospital

### KEY ACCOUNTABILITIES

**Domain One**: Professional responsibility

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<thead>
<tr>
<th>Professional Leadership</th>
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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. Ability to lead, develop and positively influence the ward culture.</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>
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<tr>
<td>Sets and clearly communicates clinical standards and behavioural expectations for all staff providing care on the unit and holds nursing staff accountable for meeting these expectations. Conduct in the workplace is ethical and professional according to Nursing Practice Code</td>
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<tr>
<td>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</td>
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<td>Undertakes or leads specific service or organisational portfolio responsibilities, optimising patient safety.</td>
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<td>Willing 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. Participates in professional discussions in order to influence development of the profession and services</td>
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<td>Is the professional and clinical leader who actively contributes to, and is accountable for, meeting key nursing and organizational priorities and objectives.</td>
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<td>Operationalizes the core values of nursing and the organization by ensuring a safe and supportive environment for patients and staff.</td>
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<tr>
<td>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.</td>
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<td>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</td>
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**Professional Practice development**

|  |
|-------------------------|--|
| Meets all registered nurse PDRP competencies at minimum of RN Level 4 requirements – refer generic RN competencies |  |
| Perceived as highly effective, progressive and knowledgeable in area of practice, according to legal, ethical, cultural safety/ sensitivity and professional standards. |  |
| 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 safety. |  |
| 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. Participates in professional discussions 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: Clinical Visibility, Practice Monitoring
- Undertakes daily leadership rounds focusing on the sickest, most vulnerable and at risk patients
- Service delivery is patient and whanau (family) focused ensuring a positive patient experience
- Develops and utilises systems and processed to ensure that patient flow KPIs are met. Referrals, admissions and discharges are managed efficiently and effectively
- Ensures appropriate patient allocation and shift co-ordination, and actualisation of Trendcare data as per required standard
- Situational Awareness - knows what is happening across the whole specialty monitoring and assessing waitlists / elective volume to proactively plan for admissions
- Works alongside medical staff to ensure that the patient / family / whanau receives explanation of the effects, consequences and alternatives of proposed treatment options.
- 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 good systems 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 minuted team meetings, ensures all staff access 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 as delegated by Clinical Nurse Director. 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 professional leader, including nurse educator. Uses Trendcare data in annual budget planning. Anticipates new graduate /NEtP intakes and reviews skill mix in light of workforce availability.
- 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 24 hours a day 7 days a week 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 Clinical Nurse Director informed of changes and any issues
- Develops leadership skills in staff to effectively manage the team after hours

Financial Management

- Manages staff and consumable costs within annual budget allocation. Monitors/reports on use of casuals/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 imprecise 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 inpatient unit, systems, processes and resources to ensure that service and patient needs are met within allocated resources in an efficient and effective manner.
- 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.
- Identifies and reports in a timely way where resource/finance constraints are affecting best practice
- WDHNB delegated authority is provided in the absence of the manager.
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
- Communicates 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.
- 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
- Actively participates in professional nursing groups, maintains local, regional and national networks.
- Seeks feedback on own performance, then acts on it.
- 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.
- Assists in the implementation of nursing practice and models of care appropriate to patient /client population needs.

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

- Assists in the implementation of nursing practice and models of care appropriate to patient /client population needs.
Quality Improvement

- Has a quality plan for the ward/unit 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. Produces an 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.
- 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 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.

Strategic and 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
- Implements and manages initiatives to address differential access to healthcare services for Maori.
- Assists the service Operations Managers to develop service plans to achieve performance targets

Contributes to service strategic planning and implements changes

- Builds an environment of excellence and innovation that empowers nurses and HCAs to be active participants in the multidisciplinary team.
- Facilitates and leads staff to continuously review and improve practice
- Contributes to service strategic planning and implements changes
- Assists the Clinical Nurse Director in leading improvement and change programmes
- Implements innovative initiatives to create positive team relationships
- Assists the Clinical Nurse Director to develop unit plans that achieve performance targets

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

VERIFICATION:

Employee: __________________________________________
Department Head: ___________________________ Date: ________________

Note: This job description forms part of an individual’s contract of employment and must be attached to that contract
Charge Nurse Manager – PACU North Shore Hospital

Approved 23/12/19, Director of Nursing
### PERSON SPECIFICATION

**Job Title:** Charge Nurse Manager

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<th>Specification</th>
<th>Expectations</th>
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| **Education and Qualifications** | • Registered Nurse [RCpN, RGON, BHSC] with a current annual practising certificate  
• Post Graduate Diploma [minimum] working towards Masters in Nursing or equivalent and relevant in leadership and or management |
| **Experience**                | • Minimum of 5 years post registration experience in PACU  
• RN Level 4, or Senior Nurse with current portfolio  
• Experience in clinical professional leadership, especially in maintaining quality or patient care  
• Strong commitment to quality improvements  
• Strong teamwork reputation |
| **Skills/Knowledge/Behaviour** | • Contemporary nursing knowledge and skill – with knowledge of evidence-based practice requirements. A positive Nursing identity  
• Demonstrated day to day 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 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**       | 1. Personal Attributes  
• Positive and enthusiastic  
• Possesses a good sense of humour  
• Strong and self-reliant  
• Calm and mature  
• Consistent  
• Realistic  
• Some awareness of the Health and Safety impacts on an organisation  
• Seeks advice and guidance from colleagues and other disciplines as required  
• Self-directed and motivated  
2. Teamwork  
• Sensitive and constructive to others  
• Seeks out opportunities to support others in achieving goals  
• Effectively shares information with colleagues  
• Inclusive of colleagues  
• Resilience, flexible and willing to work across a range of clinical settings  
3. Self-Management  
• Recognises and respects individual differences  
• Develops positive working relationships with staff and managers  
• Identifies and seeks to meet their needs. |
4. **Communication skills**

- Treats them as first priority
- Upholds confidentiality, behaves with integrity and discretion
- Positive professionally mature

- Very strong written and verbal communication skills
- Excellent communicator – clear and complete at all times
- Sets high standards and strives to achieve challenging goals
- Displays drive and energy and persists in overcoming obstacles
- Acts as a good health and safety role model to others
- Acts in a positive manner
- Copes well under pressure, is resilient to change and understands personal limitations
- Is proactive and displays initiative
- Is able to communicate effectively on the phone and via computer and face to face with a variety of people
- Is able to communicate without engendering conflict

5. **Learning**

- Makes effective decisions within appropriate timeframes and levels of responsibility
- Knows when to ask for help