



POSITION DESCRIPTION

Position: Duty Nurse Manager

Responsible to: [IOC Manager]

Direct Reports: N/A

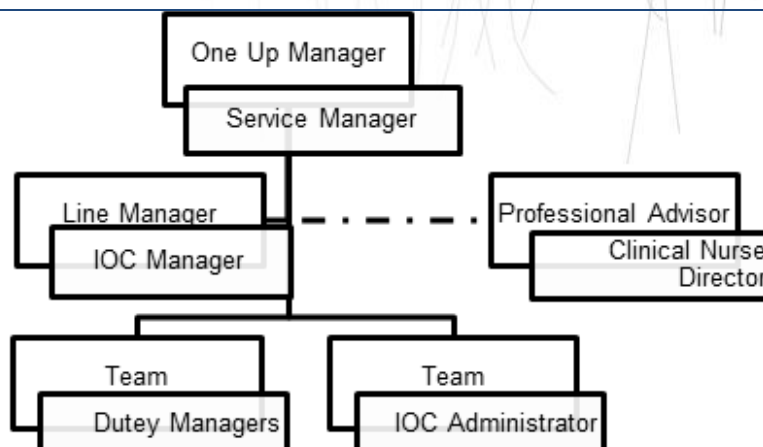
Location: Rotorua & Taupō

Functional relationships:

<p>Internal: [Interim District Lead Service Managers Clinical Directors Clinical HODs Management Team Clinical Nurse Directors All Ward/Unit/Department Leaders/Managers Clinical Staff Administration Staff Patients/Clients within the hospital and their families]</p>	<p>External: Public/media Emergency services Duty Managers of other Te Whatu Ora Health Services St John HTOC Ngati Whakaue Tuwharetoa]</p>
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Financial delegations: Nil

Date: August 2023



Primary purpose(s) of the position

To provide efficient, effective patient flow, clinical leadership and afterhours management of Te Whatu Ora Lakes hospital services in both Rotorua and Taupo hospitals, so that services are effectively meeting the needs of patients, attending practitioners and staff.

At all times demonstrates and fosters a positive image of Te Whatu Ora Lakes.

Has a strong commitment to improving equity and standards of service to Maori.

Key Objectives	Description	Expected Outcomes
Coordination of services within Te Whatu Ora Lakes	Effective coordination of services within Te Whatu Ora Lakes.	<ul style="list-style-type: none">• Work with the IOC team, CCDM Coordinator, Managers and other hospital staff to ensure effective and efficient coordination of services across all specialties and sites.• Ensure staff work in accordance with Te Whatu Ora policies, protocols and procedures.• Hospital financial and human resources are utilised appropriately to ensure quality patient care and patient safety.• Acts as the Incident Controller for all critical incidents until this can be handed over to the on-call service manager.• Liaise with afterhours maintenance staff, regarding maintenance requests.
One Service Two sites	Services are supported to be consistent across both sites	<ul style="list-style-type: none">• Support provided for clinicians operating in isolation.• Operational Risk at Taupo minimised.• Support safe staffing after hours in Taupo• Ensure patient transfers to and from Taupo Hospital are managed appropriately.
Clinical Delivery Service	Supports and promotes clinical decision making in the direction and delivery of services Ensures effective delivery of services	<ul style="list-style-type: none">• Clinical perspective considered in decision making.• Evidence of contemporary models of care have been considered.• Ensures optimal clinical input into the delivery of service and patient care daily/weekly/monthly basis.• Positive attitude demonstrated to all change management.• Embraces innovation and uses initiative in dealing with work problems and opportunities.• Monitors and reviews patient acuity, skill mix and workload trends using available data systems to align staffing and workload on a shift by shift basis.• Responsible for effective coordination and use of all resources in line with delegated authority, and meets reporting requirements.• Contributes to organisational performance indicators.• Takes a lead role in coordinating hospital services.• Promotes high customer satisfaction through effective public relations, attention to management and clinical responsibilities, addressing issues as they arise.• The Te Whatu Ora Lakes Complaints Procedure is adhered to when dealing with complaints.• Ensure that all non New Zealand residents pay for treatment as per Te Whatu Ora Lakes policy.
Integrated bed management and service coordination	Integrated bed management and service coordination	<ul style="list-style-type: none">• Work in partnership with CNMs, SMOs, Service Managers and other stakeholders to ensure effective bed management and patient flow at Rotorua and Taupo Hospital sites during business hours and take full responsibility for these after hours.• Take responsibility for safe staffing and skill mix levels in accordance with CCDM policies and processes, and Te Whatu Ora Lakes Standards.• Use TrendCare data with adjusted variance to support clinical decisions, and safe delivery of care by identifying patient flow that will impact the ward/unit.

		<ul style="list-style-type: none"> • Ensure patients are moved from ED to the wards as efficiently as possible. • Ensure any barriers to admission or discharge are investigated and addressed as soon as possible. • Ensure Watches are in accordance with Hospital Policy. • Ensure casual staff are appropriately allocated to TrendCare for shifts after hours. • Liaise with Clinical Nurse or Midwife Managers and/or Shift Coordinators with identified anomalies in TrendCare. • Liaise with Clinical Nurse or Midwife Managers and/or Shift Coordinators to activate and implement Variance Response Plans as appropriate. • Record accurately staff movement at the end of the shift to reflect hours worked. • Document in the Duty Manager Shift Report the following; shift episodes of significant variance, requests for clinical support and support given, TrendCare variance or skill mix that supports reallocation of resources that have occurred during the shift. • Enact SOPs and escalation plans as required. • Attend daily operational meetings and contribute to demand and capacity management, ensures follow up actions are taken as agreed. • Advise on possible strategies to resolve capacity and process blocks. • Liaise with Elective Services and Senior Medical Staff to minimise cancellations and prioritise patient clinical needs. • Visit every clinical area at Rotorua Hospital at least twice each shift, and contact Taupo Hospital by phone at least twice each shift. • Complete statistical data as required.
Emergency Management	Takes a leadership role in emergency situations.	<ul style="list-style-type: none"> • Liaise with police, fire service, media and on call manager as required. • Initiate and coordinate first line response disaster situations e.g. Utilities failure, communication failure, civil emergency and multi trauma. • Take the lead using the CIMS model in all emergency response and manage on-going as required. • Be familiar with the setting up and running of an EOC (Emergency Operations Centre). • Work with the Emergency Management Coordinator as required. • Ensure that staff are familiar with Fire and emergency response and advise line manager/Charge nurse of any shortfalls in knowledge. • Participate in training and exercises for internal and external disaster management.
Effective Relationships	Responsible for maintaining effective relationships with the clinical staff and managers	<ul style="list-style-type: none"> • Demonstrate and maintain effective professional and interpersonal relationships with all internal and external customers. • Ensures that all the relationships are managed in such a way as to promote and support the activities of Te Whatu Ora Lakes Clinical Services to deliver optimum patient outcomes. • Provide written shift handover reports in line with service reporting requirements. • Exception reporting of all critical incidents to IOC Manager, DoNM, Service Manager or Interim District Lead where indicated. • Minuted meeting with IOC Manager at least two monthly. • Minuted meeting with Service Manager at least quarterly.

		<ul style="list-style-type: none"> • Maintain regular communications with Service Managers, Clinical Nurse Directors, Midwifery Professional Advisor, Clinical Nurse/Midwife Managers, Team Leaders and Multi-disciplinary Teams in the development of new initiatives and procedures. • Participate in the orientation of nursing/midwifery and medical staff – to provide an overview of the role of the Duty Nurse Manager. • Participate in organisational meetings as delegated to represent DNMs, including. • Designated clinical Committees. • Quality Improvement developments. • Team meetings. • Emergency Planning Committee/Exercises. • Clinical Nurse/Midwife Manager Meetings/Senior Nurse/Midwife Leadership forum. • Other working groups that impact on role.
Primary contact for all external customers	Liaison with and primary contact for external customers	<ul style="list-style-type: none"> • All media enquiries are dealt with in the appropriate manner and in accordance with the Te Whatu Ora Lakes Media Policy. • All enquiries for assistance and advice from Police, Ambulance and other allied professionals are dealt with professionally and in the appropriate manner.
Information Systems	Uses information systems to inform decision making	<ul style="list-style-type: none"> • Is confident in the use of Microsoft outlook, word, excel, Trendcare and St John CAD. • Has a good understanding of all relevant information systems and uses them to inform decision making e.g. Trendcare. • Supports staff in the appropriate use of information systems. • Analyses information, makes informed decisions and escalates concerns appropriately.
Maintenance of own professional development		<ul style="list-style-type: none"> • Legislative changes that impact on the role are known. • All hospital policies, both clinical and non-clinical, are known. • Attends appropriate study days and courses to enhance clinical/management skills and knowledge. • Participates in annual performance management process. • Maintains own knowledge, competence and demonstrates leadership through own professional development. • Maintains mandatory credentialing relevant to the DNM role.
Optimise Health & Safety and Risk Management	Optimise Health & Safety and Risk Management	<ul style="list-style-type: none"> • All identified hazards are isolated or made safe and appropriate notification of Managers, Health and Safety Officers, and/or Health Protection Officers. • Infection Control Policy is applied appropriately and consistently to ensure client and staff safety. • Appropriate action taken and correct documentation completed for all staff/visitor accidents/incidents that occur on hospital site. • Measures to secure buildings after hours are known and adhered to and breeches of security are dealt with appropriately. • Fire/Civil Defence procedures and fire drills are known. • Violent situations appropriately controlled by the prompt action of key personnel. • Te Whatu Ora Lakes's Disaster Plan is activated, when necessary, and appropriate personnel contacted as per the Disaster Plan. • Duty Manager to provide visible leadership during emergencies, i.e., attend all 777's, security alerts etc.

To provide a general “Help Desk” function		<ul style="list-style-type: none"> • Facilitate debriefing following emergencies etc. • Maintains a good knowledge of hospital systems such as CIS, PMS, Clinical Records, Pharmacy, Security, Stores and Whanau support and is able to access them as required. • Provides immediate support to staff around use of systems such as Trendcare and ensures requests for training and or support are passed on to relevant personnel. • Arranges special services such as out-of-hours transport, accommodation, interpreters etc.
Utilisation of Telehealth	Provision of patient centric care which will give patients the option of telephone or video appointments where there is no need for an in-person appointment.	<ul style="list-style-type: none"> • Service provision is in line with the New Zealand Health Strategy and the Nurse Executives of New Zealand Telehealth Position statement to provide care “closer to home”. • Assist doctors and nurse practitioners to deliver care via video and phone. • Advise patients in the use of telemonitoring devices (where appropriate) and provide follow-up care to prevent unnecessary hospital admissions.

Capabilities	Capability definition	Achievement Indicators
Communication and Personal Interaction Te Ringa Hora <i>the open hand (denoting someone who is sociable)</i>	<p>Communicates relevant information in a timely manner to those who need to know at a level that is understood.</p> <p>Fosters a team environment and encourages collaboration between team and departments within Te Whatu Ora Lakes.</p> <p>Connects with people to build trust and confidence.</p>	<ul style="list-style-type: none"> • Transfers information effectively, verbally and writes clearly, coherently and succinctly. • Builds team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, shows commitment to contributing to the team’s success. • Maintains and promotes high standards of social, ethical and organisational norm. • Articulates differing perspectives on a problem and can see the merit of alternative points of view. • Works with other managers and teams to streamline processes for the best efficiency for both teams. • Provides staff who have concerns about another team process a different point of view to consider. • Connects with others, listens, reads people and situations and communicates tactfully. • Gets to know their team members and treats them with respect, valuing their individuality and contributions.
Strategy & Performance Te Ringa Raupā <i>the roughened hand (symbolising a hard worker)</i>	<p>Delegates appropriately within team utilising individual skills to achieve results.</p> <p>Understands the unit requirements and the implications of the units achievements on the overall service delivery.</p>	<ul style="list-style-type: none"> • Understands individual’s strengths and weaknesses to utilise or increase skills for those individuals. • Assigns and sub delegates staff to teams to allow for development and succession planning. • Ensures decision making complies with organisational strategies. • Recognises decisions made within the unit affect overall results of the service and Te Whatu Ora Lakes. • Works with the service manager to maximise efficiency.
Development and Change Te Ringa Ahuahu <i>the hand that shapes or fashions</i>	<p>Works to include staff in change minimising barriers to implementation.</p>	<ul style="list-style-type: none"> • Questions traditional way of doing things when choosing course of action or finds new combinations of old elements to form an innovative solution. • Continuously strives for new work processes that will result in greater effectiveness and efficiencies. • Openly broaches concern with staff from the outset asking for their ideas and input.

something (refers to someone who is innovative)	Articulates decisions and reasoning behind change to enable buy-in to results.	<ul style="list-style-type: none"> • Seeks opportunity to improve performance and seeks feedback to measure and improve. • Encourages staff participation in possible solution process. • Allows staff input to possible solutions to concern. • Gives careful consideration to staff ideas and offers alterations to suggestions where necessary. • Develops an informative response to the team including trends, data, process, and benefits of the decided process change. • Allows feedback to the decision to enable “tinkering” to be made where appropriate.
Personal Accountability Te Ringa Tōmau <i>the hand that is trustworthy</i>	Makes decisions based on facts and without personal bias.	<ul style="list-style-type: none"> • Is proactive and effective when problem solving is required. • Engages with staff member/mangers/multidisciplinary team when concerns are raised to best understand their point of view. • Appropriately investigates the concern looking trends, situation, practices. • Critically examines repeatable risk factors. • Is constantly striving to acquire and maintain knowledge, skills and or /experience. • Demonstrates a commitment to and takes responsibility for ongoing professional development. • Develops an informative response to those who have raised the concern. • Purposeful about where time is invested. • Delivers relevant results within expected timeframes.
Culture and Values Te Ringa Taurima <i>the hand that nurtures, encourages, supports</i>	Encourages and promotes Te Whatu Ora values and expectations.	<ul style="list-style-type: none"> • Role models expected behaviours and practices. • Treats staff, patients, visitors with dignity and respect. • Uses appropriate empathy to gain organisational objectives. • Is solution focussed.

Compulsory Requirements	Description	Expected Outcomes
Māori Health	Māori philosophies and values of health are demonstrated in work practice.	<ul style="list-style-type: none"> • Meaningful relationships are established with Te Aka Matua (Rotorua and Taupo Hospitals) and Te Whatu Ora Lakes Maori Health division in the planning and delivery of services. • Practices are consistent with Te Tiriti o Waitangi /The Treaty of Waitangi when working with Māori. • Delivery of safe services for Māori are facilitated by ensuring they can access treatment options and are involved in the planning and delivery of their care. • Māori are enabled to access and participate in cultural activities provided by the Te Whatu Ora Lakes. • A commitment to improving the wellbeing of Māori by increasing cultural knowledge in the Te Whatu Ora Lakes is shown.
Te Iti Kahurangi	The Lakes Way, Our Place Our Culture	<ul style="list-style-type: none"> • Works within the Te Iti Kahurangi framework and supporting guide document.
Record Keeping		<ul style="list-style-type: none"> • Complies with the Te Whatu Ora Lakes Corporate Records Management policy to create and maintain full and accurate records.
Quality & Risk	Patient safety is paramount to the service	<ul style="list-style-type: none"> • Employees are supported to lead by example and implement a culture of continuous quality improvement.

we deliver at Te Whatu Ora Lakes. This is to be achieved in a clinical governance framework that is culturally responsive and identifies and manages risk and opportunities to improve.

- Risks that may prevent Te Whatu Ora Lakes from achieving their goals are identified, reported, and managed.
- Māori patients are provided patient-centred care to achieve positive Māori health outcomes.
- Needs of Māori are reviewed and reported in the further development of practice, process and or policy.
- Evidence-based methodologies are used to support improvements, e.g. kaupapa Māori methodology.
- Quality care is provided to certification standards.
- Implementation and reinforcement of a proactive healthy work place culture which reflects relevant Te Whatu Ora Lakes policy and legislative requirements.
- Healthy lifestyles are actively promoted and participated in, within the work area.
- Employees participate in Health and Safety within areas of work.
- Health and Safety activities are appropriately documented within specified timeframes.
- Health and Safety policies have been read and understood and are applied in the workplace.
- Health and Safety policies are appropriately documented within specified timeframes and incidents are reported immediately.
- Any opportunities for improving Health and Safety are reported and acted upon in a timely manner.
- All near misses/incident/accidents are reported to the appropriate line manager within 24 hours.

Health & Safety

Each individual is responsible for ensuring the safety of themselves, their colleagues, patients and their visitors and to comply with all organisational health and safety policies, procedures and guidelines.

Signatures:

Line Manager:
(position description approved): _____

Employee:
(acceptance of position description): _____

(Please also initial all other pages to show acceptance of position description.)

Person Specification	Essential:	Desirable:
Education and Qualifications:	<ul style="list-style-type: none"> ▪ Registered General and Obstetric Nurse or Comprehensive Nurse with current Practising Certificate ▪ Has or is working towards a post graduate qualification in nursing/midwifery or health management or other health qualification ▪ Must have good computer literacy, software knowledge and ability to work with multiple computer systems to inform decision making within the role 	<ul style="list-style-type: none"> ▪ ACLS Level 6 ▪ CIMS 4
Experience:	<ul style="list-style-type: none"> ▪ Minimum of five years experience in hospital/health management ▪ Experience in operational management ▪ Demonstrated self-motivation and commitment to on-going professional development 	<ul style="list-style-type: none"> ▪ Experience in project management ▪ Experience in change management ▪ Health informatics and/or analytical experience

	<ul style="list-style-type: none"> ▪ Ability to deal with stressful and complex situations 	
Knowledge:	<ul style="list-style-type: none"> ▪ Te Tiriti O Waitangi in the provision of health care services and support to Māori. ▪ Te Tiriti O Waitangi in practice, process, policy development and decision making. ▪ Te Whatu Ora Lakes is a Reorua organisation knowledge and understanding of Te Reo/ Correct pronunciation. ▪ Nurses Act (1977) and Amendment ▪ Misuse of Drugs Amendment Act (2019) ▪ Privacy Act (1993) and Health Information Privacy Code (1994) ▪ Health and Safety at Work Act 2015 ▪ Health and Disability Act 2015 ▪ New Zealand Nursing Organisation Standards of Nursing Practice 2012 ▪ Treaty of Waitangi and its application to health ▪ Te Whatu Ora Lakes Policies and Procedures ▪ Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations (2015). 	<ul style="list-style-type: none"> ▪ Proficiency in tikanga and te reo ▪ Te Whatu Ora Lakes Quality Framework (must become conversant with this once employed)
Skills:	<ul style="list-style-type: none"> ▪ Pronunciation of Te Reo Māori words and names 	<ul style="list-style-type: none"> ▪ Te Reo Māori
Personal Attributes:	<ul style="list-style-type: none"> ▪ Energetic team player ▪ Open to learning new skills ▪ Contributes positively to the culture of the organisation. ▪ Works well with team members to achieve collective outcomes ▪ Takes direction positively ▪ Professional demeanour and high level of personal integrity ▪ Accounts for own performance. ▪ Demonstrates a caring and compassionate attitude towards clients, whānau and co-workers. 	<ul style="list-style-type: none"> ▪ Non-smoker preferred. ▪ Commitment to ongoing post graduate education ▪ Professional affiliation.

ABOUT TE WHATU ORA LAKES

At Te Whatu Ora Lakes we place the highest value on the health and wellbeing of everyone in our community. As such all healthcare workers are expected to play a part in the creation and promotion of an environment which lives the following vision, mission and values:

VISION

Healthy Communities – Mauriora! In this vision Mauriora refers to the Mauri - being the life essence and the source of well being, and ora - describing the state of wellness.

STRATEGIC MISSION



- Achieve equity in Māori health
- Build an Integrated health system
- Strengthen people, whanau & community wellbeing

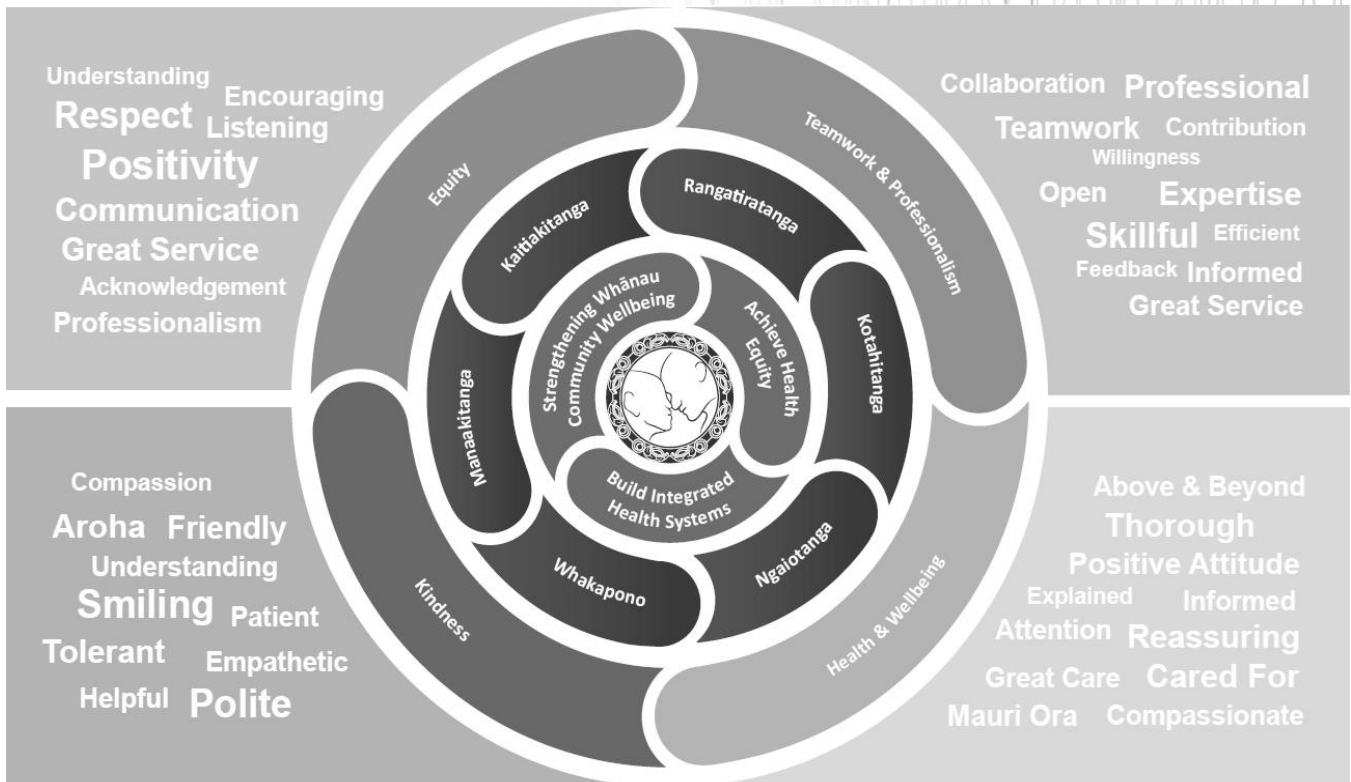
THREE CORE VALUES

Manaakitanga respect and acknowledgment of each other's intrinsic value and contribution

Integrity truthfully and consistently acting collectively for the common good

Accountability collective and individual ownership for clinical and financial outcomes and sustainability

TE ITI KAHURANGI – THE LAKES WAY, OUR PLACE, OUR CULTURE – WE WILL



TE TIRITI O WAITANGI

Our expression of Te Tiriti o Waitangi

The text of Te Tiriti, including the preamble and the three articles, along with the Ritenga Māori declaration, are the enduring foundation of our approach to achieving health and independence. Based on these foundations, we will strive to achieve the following four goals, each expressed in terms of mana.

Mana whakahaere

Effective and appropriate kaitiakitanga and stewardship over the health and disability system. Mana whakahaere is the exercise of control in accordance with tikanga, kaupapa and kawa Māori. This goes beyond the management of assets and resources and towards enabling Māori aspirations for health and independence.

Mana motuhake

Enabling the right for Māori to be Māori (Māori self-determination); to exercise their authority over their lives and to live on Māori terms and according to Māori philosophies, values and practices, including tikanga Māori.

Mana tangata

Achieving equity in health and disability outcomes for Māori, enhancing the mana of people across their life course and contributing to the overall health and wellbeing of Māori.

Mana Māori

Enabling Ritenga Māori (Māori customary rituals), which are framed by te ao Māori (the Māori world), enacted through tikanga Māori (Māori philosophy and customary practices) and encapsulated within mātauranga Māori (Māori knowledge).

Te Whatu Ora Lakes is committed within the framework of the New Zealand Public Health and Disability Act (2000) to supporting the Crown's commitment to upholding its Tiriti promises.

ORGANISATION STRUCTURE

Te Whatu Ora

Health New Zealand

Lakes

