

CLINICAL NURSE MANAGER – NEONATAL UNIT

1. PURPOSE OF POSITION

The Clinical Nurse Manager provides the clinical, operational and professional nursing leadership to the nursing/clerical team to facilitate the effective day to day safe operations of the Neonatal Unit services.

The role includes the direct line management of the nursing and clerical team, clinical safety overview of the service patients, the management of staffing resources matched to demand, the oversight of capacity and variance management planning, seasonal variation planning and the management of the ward environment. The role is also accountable for promoting, facilitating and providing clinical education to the nursing team, to enhance best patient care outcomes and to ensure safe nursing care practice standards are maintained. This includes leading evidenced based professional nursing practice.

The Clinical Nurse Manager works collaboratively with key service leads to uphold quality and patient safety standards ensuring that care to patients and families meets the highest standards.

The Clinical Nurse Manager manages the professional performance and development of all staff reporting to him/her.

2. ORGANISATIONAL VALUES

The Taranaki District Health Board's (DHB) mission (Te Kaupapa) is improving, promoting, protecting and caring for the health and well-being of the people of Taranaki. Taranaki DHB's values define who we are as an organisation, the way we work with each other, our patients, whanau and external partners. Our Te Ahu Taranaki DHB values are:

Partnerships	WHANAUNGATANGA	We work together to achieve our goals
Courage	MANAWANUI	We have the courage to do what is right
Empowerment	MANA MOTUHAKE	We support each other to make the best decisions
People Matter	MAHAKITANGA	We value each other, our patients and whanau
Safety	MANAAKITANGA	We provide excellent care in a safe and trusted environment

3. DIMENSIONS

Reports to:	Operations Manager
Number of people reporting to you	Approx. 10+ FTE
Financial limits authority	\$1,000.00
Operating Budget	As per budget

4. WORKING RELATIONSHIPS

External	Internal
Ministry of Health Emergency Services Primary Healthcare facilities Other DHBs Paediatric Society Starship	Clinical Nurse Managers Chief Operating Officer Clinical Service Managers Operational Managers Service Improvement Leads Medical staff Nurse Educators Director of Nursing Associate Directors of Nursing and Midwifery Quality and Risk team Nursing teams Midwifery teams

5. ACCOUNTABILITIES

Key area of responsibility	Expected outcomes
1. Leadership To provide leadership and direction for the staff within the unit	<ul style="list-style-type: none"> • Accountable for the leadership to the Ward nursing and clerical teams. • Manage the performance of the nursing/clerical teams including staff development, performance goal setting and regular yearly performance reviews to meet PDRP requirements and TDHB standards. • Accountable for care aligned with best practice standards, and cost effective decisions regarding resource utilisation. • Identifies risk, takes action to mitigate risk and escalates appropriately. • Provides visible and accessible leadership, motivating others to follow and communicates clinical standards and behavioural expectations. • Manage a number of inter-related operational efficiency, service improvement and change management projects. • Develop appropriate relationships to provide effective and collaborative working relationships. • Develop self and drive others to develop their full potential. • Manage relationships with patients and their families, to ensure the best possible patient outcomes. • Demonstrated ability to identify, prioritise, analyse and resolve a range of issues/problems. • Supports staff with clinical reasoning and professional judgement in nursing practice.
2. Service Delivery and safe nursing practice	<ul style="list-style-type: none"> • A hospital overview is integrated and considered in all decision making. • Provides leadership to the daily operational meetings and

<p>To ensure optimum service delivery, and efficient and effective use of resources</p>	<p>ensures up to date reporting is available and escalates concerns appropriately.</p> <ul style="list-style-type: none"> • Assesses and forecasts clinical acuity and clinical care requirements utilising the appropriate assessment tools (CCDM, Variance response and Trendcare). • Monitors patient occupancy levels, staff resourcing, safe staffing, identifies potential risks and mitigates as appropriate. • Provide input into development and maintenance of TDHB policies and protocols. • Responsible for development of the ward rosters including management of annual leave within budgeted staffing numbers ensuring service continuity and capacity. • Manage the recruitment of staff to the Ward team within allocated budgeted FTE. • Ensure flexible utilisation of staff to cover variation in workloads. • Monitor employee absenteeism levels. • Participate in hospital improvement initiatives. Assume additional organisation roles and responsibilities within reason and as negotiated with Manager. • Promote the role of the service throughout the organisation and externally. • Responds to assist to emergency codes as required. • Part of frontline response to major incidents, and serious untoward incidents.
<p>3. Optimum Patient Management and Care</p> <p>To ensure delivery of effective and efficient patient care and customer service to both internal and external customers</p>	<ul style="list-style-type: none"> • Displays high level of collaboration with the clinical and service leads to ensure quality patient care delivery. • Redeployment of staff efficiently and cost effectively for the delivery of safe patient care. • Patient care is patient and family focused, safe, effective, timely and appropriate to maximise patient wellbeing and outcomes and meets professional practice standards. • Respond to issues, queries and concerns from the inter-disciplinary team as required. • Act as resource to staff on clinical, professional, ethical and legal issues pertaining to service delivery. • Ensure evaluation of care delivery and staff competency. • Ensure follow up on concerns and the implementation of strategy is sustained. • Foster inquiry, critical thinking and research skill acquisition among the nursing workforce to advance nursing practice and client care.
<p>4. Environment & Facilities</p> <p>To ensure environment and facilities are adequate and safe, and meet regulatory requirements</p>	<ul style="list-style-type: none"> • Direct and support staff with a view to ensuring efficiency and effectiveness within the service. • Ensure notification to key service leads if equipment failure occurs. • Ensure staff is aware of fire regulations, electrical safety policy, emergency plans and relevant legislation. • Ensure team are updated regarding disaster response

	accountabilities.
<p>5. Team Work</p> <p>To build an effective and integrated service by developing and promoting a team culture that fosters collaborative working relationships</p>	<ul style="list-style-type: none"> • Work in collaboration with the service leads and nursing teams to ensure a strong team culture across hospital services. • Develop and sustain productive working relationships with the inter-professional health team. • Promote the fostering of a team environment that enhances partnership and co-operation. • Provide leadership for professional development and quality activities for direct reports. • Maintain professional links and support networks with other key stakeholders – both internal and external. • Health and safety of self, colleagues, clients, the public and the environment is maintained at all times.
<p>6. Staff Development and Education</p> <p>To facilitate the development and maintenance of skills of all team members</p>	<ul style="list-style-type: none"> • Provide education to nursing staff which is well researched to ensure practice standards are consistent with evidence based practice. • Ensure ongoing audit and evaluation of the effectiveness of nursing practice in response to patient/ client needs. • Promote the professional image of nursing. • Perform yearly staff Performance Reviews for all direct reports. • Ensures team complies with TDHB policies. Facilitate associated training as required. • Develop an annual staff education and development plan. • Share knowledge and skills with others, as required. • Ensure appropriate orientation of staff and compliance education. • Gives recognition of good performance. • Ensure nursing team meet NCNZ nursing competency standards and participate in revalidation and maintain an up to date nursing portfolio. • Work to ensure that recommended best practice guidelines/policies are research based and relevant across the TDHB nursing sectors. • Participate in research as appropriate to projects undertaken.
<p>7. Communication</p> <p>To ensure an open and effective communication flow is maintained between team members, and both internal and external customers/stakeholders</p>	<ul style="list-style-type: none"> • Maintain close and effective communication with all staff, with particular reference to Clinical Nurse Managers, Service Managers and Associate Directors of Nursing. • Ensure effective communication of organisational and professional issues with the team and TDHB. • Ensure regular team meetings are held and managed to ensure staff can safely raise any issues.
<p>8. Financial and Resource Management</p>	<ul style="list-style-type: none"> • Provide input into the development of employee and unit budgets • Identifies opportunities to maximise efficiencies.

<p>To ensure service operates efficiently and effectively within the resources available</p>	<ul style="list-style-type: none"> • Monitors the financial performance of the service and reports financial/FTE variance.
<p>9. Continuous Quality Improvement and Safety</p> <p>To encourage continuous quality improvement and maintenance of all applicable standards</p>	<ul style="list-style-type: none"> • Ensure clinical care is family centred and meets the highest standards. • Patient safety is paramount in all decisions and aligned to the understanding of service quality improvements. • Ensure compliance with TDHB procedures and protocols. • Develop and maintain service quality plan and participates in the implementation of wider TDHB strategy. • Health and safety is maintained and promoted. • Critical safety standards are complied with eg fire, Health and Safety, emergency planning, legal compliance, accreditation, and certification. • Clinical incidents and complaints are managed and mitigation strategies are in place and elevated to the appropriate lead.
<p>10. Personal Development</p> <p>To maintain a personal development plan</p>	<ul style="list-style-type: none"> • Committed to the development of own skills and knowledge. • Ensure own knowledge and practice is updated and aligned with current best practice. • Career development plan developed and updated. • New responsibilities accepted and old responsibilities delegated as agreed.

Organisational Accountabilities	Expected Outcome for all Managers and Team Leaders
<p>Health Equity</p>	<p>The TDHB strives to eliminate health inequalities and achieve health equity for the Taranaki population. In practical terms this means all Managers, Team Leaders and roles with responsibility for managing staff, are required to implement relevant health equity policies, procedures, approaches and guidelines issued from time to time including:</p> <ul style="list-style-type: none"> • Implementing the Pae Ora Framework which requires: <ul style="list-style-type: none"> ○ Demonstrating the principles of Partnership, Participation and Protection under the Treaty of Waitangi; ○ improving understanding of the determinants of ethnic inequalities in health, in particular the “Drivers of ethnic inequalities in health” and the “Pathways to Inequalities” both of which are referenced in the TDHB Pae Ora Framework, Appendix 1; ○ Enabling Māori participation in design and delivery of services; ○ Ensuring Health Equity assessment is undertaken with appropriate input where services, policies or programmes are expected to improve outcomes for Māori; ○ Ensuring appropriate health literacy responses are developed and implemented to support effective engagement with and delivery for Māori and high needs

Organisational Accountabilities	Expected Outcome for all Managers and Team Leaders
	<p>communities;</p> <ul style="list-style-type: none"> • Taking affirmative action to increase the Māori workforce within your team according to the Māori workforce targets set for the TDHB; • Providing leadership for self and team to: <ul style="list-style-type: none"> ○ Review clinical practice and those of your peers, through a health equity and quality lens; ○ ensure collection of high-quality ethnicity data according to the TDHB Ethnicity Data Collection Policy and procedures; ○ audit, monitor and evaluate health impact and outcome data to improve the delivery of high-quality health care for Māori; • Provide critical analysis of those organisational practices that maintain disparities in health care.
Health and Safety	<p>The Taranaki DHB is committed to ensuring that a safe and healthy work environment is achieved and maintained. All Team Leaders and Managers will support the DHB's health and safety culture by:</p> <ul style="list-style-type: none"> • Planning, organising and managing health and safety activities directed at preventing harm and promoting health and wellbeing in the workplace. • Following, implementing and ensuring compliance of all Health and Safety policies, procedures and processes. • Working closely with and supporting the Health and Safety Representative(s) role. • Ensuring a safe working environment and work practices through risk and hazard identification and management. • Ensuring health and safety is a standard agenda item in all meetings. • Ensuring health and safety reported events are followed up and closed off within required timeframes. • Ensuring health and safety audit activity occur; results reviewed and improvement actions implemented. • Ensuring health and safety management accountability for all direct reports is monitored and reviewed as part of the performance review process. • Actively supports staff rehabilitation and provides return to work options. • Ensuring health and safety related Key Performance Indicators are measured, reported and performance monitored.
Personal Development	<ul style="list-style-type: none"> • Fully contributes to the individuals team performance and is committed to identify and pursue opportunities for developing new knowledge and skills. • Participates in the performance appraisal process where personal performance and development is reviewed. • Willing to accept new responsibilities, acquire and demonstrate relevant new knowledge.

6. VARIATION TO DUTIES

Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities can be amended from time to time either by additional, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.

7. CAPABILITY REQUIREMENTS

Capabilities are the behaviours demonstrated by a person performing the job. Capabilities identify what makes a person most effective in a role. The required capabilities can change as the organisation develops and the roles change.

Capability
Effective Communication Shares well thought out, concise and timely information with others using appropriate mediums. Ensures information gets to the appropriate people within the organisation to facilitate effective decision making.
Decision Making/Problem Solving Demonstrates effective and timely decision making/problem solving techniques. Aware of the impact of decisions on key stakeholders and consults as appropriate utilizing available resources. Is proactive and effective when problem solving is required.
Innovation/Initiative Continually strives for new and improved work processes that will result in greater effectiveness and efficiencies. Questions traditional ways of doing things when choosing a course of action or finds new combinations of old elements to form an innovative solution.
Resilience/Flexibility Articulates differing perspectives on a problem and will see the merit of alternative points of view. Will change or modify own opinions and will switch to other strategies when necessary. Adjusts behaviour to the demands of the work environment in order to remain productive through periods of transition, ambiguity, uncertainty and stress.
Cultural Safety Demonstrates a commitment to cultural safety by meeting and exceeding the cultural needs of clients/customers/colleagues. Manages cultural ambiguity and conflicting priorities well. Understands concepts of whanaungatanga and manaakitanga and Maori cultural orientation to whanau, hapu and iwi.
Teamwork Works to build team spirit, facilitates resolution of conflict within the team, promotes/protects team reputation, shows commitment to contributing to the teams success.

8. EDUCATION

Registered Nurse with current APC.
Post graduate qualification and working towards Masters (highly desired).

9. SKILLS

Proven leadership ability.
Excellent communication skills, highly articulate and excellent listening skills.
Calm, even, consistent and mature personality.
Professional approach and manages stress effectively.
Strong focus on team philosophy and collaborative working.
Ability to think strategically, operationally and objectively.
Sound understanding of professional ethics.

10. EXPERIENCE

Minimum 5 years experience post registration in Paediatrics and with up to date engagement in PDRP.
Advanced experience in a range of clinical settings.
Previous senior leadership experience.
Proven ability to work in a complex and changing environment.
Quality improvement experience.
Change and Financial management experience (desirable).