

Position Description

Employment Agreement:	Individual Employment Agreement
Position Title:	Director of Nursing
Service & Directorate:	Planning, Funding & Population/Public Health (includes Community & Older Persons Health)
Location:	Dunedin / Invercargill
Reports to:	Executive Director Planning, Funding & Population/Public Health Chief Nursing & Midwifery Officer for professional line reporting
DHB Delegation Level:	Tier 3a
Number of direct reports:	1
Date:	July 2022

Our Vision

Better Health, Better Lives, Whānau Ora

We work in partnership with people and communities to achieve their optimum health and wellbeing

We seek excellence through a culture of learning, enquiry, service and caring

Our Shared Values and Behaviours

Kind <i>Manaakitanga</i>	Open <i>Pono</i>	Positive <i>Whaiwhakaaro</i>	Community <i>Whanaungatanga</i>
Looking after our people: We respect and support each other. Our hospitality and kindness foster better care.	Being sincere: We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	Best action: We are thoughtful, bring a positive attitude and are always looking to do things better.	As family: We are genuine, nurture and maintain relationships to promote and build on all the strengths in our community.

Our statutory purpose

To improve, promote and protect the health of our population

Promote the integration of health services across primary and secondary care services

Seek the optimum arrangement for the most effective and efficient delivery of health services

Promote effective care or support for those in need of personal health or disability support services

Promote the inclusion and participation in society and the independence of people with disabilities

Reduce health disparities by improving health outcomes for Māori and other population groups

Foster community participation in health improvement and in planning for the provision of and changes to the provision of services

Uphold the ethical and quality standards expected of use and to exhibit a sense of social and environmental responsibility

PURPOSE OF ROLE

To ensure safe and comprehensive delivery of contemporary high quality health and disability services within a defined service/location.

The Director of Nursing will professionally and operationally lead within their area of responsibility to provide an efficient, effective, and safe service within the available resources; ensuring contemporary models of nursing care are implemented and evaluated in response to the changing needs of the community and health system.

Area/Role specific requirements:

- Provide senior nursing leadership both strategic and operational within their portfolio as well as providing advice to general managers and others in the clinician management partnership.
- Ensure the nursing services within your designated areas of responsibility operate effectively on a day-to-day basis partnering with other professional leadership groups as well as service management roles to optimise the effective and efficient running of the services.
- Foster excellence in quality nursing standards and practice and professional conduct and develop senior nursing leaders.
- Comprehensively manage within allocated resources of time, people and money, by promoting efficiency, productivity and patient safety.

Competencies

The following competencies apply to this position. The employee will be assessed against these as part of their annual performance and development review.

Organisational Competencies

Customer Focus	Is dedicated to meeting the expectations and requirements of internal and external customers; gets firsthand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
Integrity and Trust	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
Managing Diversity	Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.
Drive For Results	Can be counted on to exceed goals successfully; Is constantly and consistently one of the top performers; very bottom line oriented; steadfastly pushes self and others for results.

Management Competencies

Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgement; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by other for advice and solutions.
Listening	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
Building Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
Organisational Agility	Knowledgeable about how organisations work; knows how to get things done both through formal channels and the informal network; understand the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organisations.
Problem Solving	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Business Acumen	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology; and information affecting his/her business and organisation; knows the competition; is aware of how strategies and tactics work in the marketplace.
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KEY RELATIONSHIPS	
Within Southern	External to Southern
<ul style="list-style-type: none"> • Chief Nursing and Midwifery Officer 	<ul style="list-style-type: none"> • Patients, families and whānau
<ul style="list-style-type: none"> • Directors of Nursing and Midwifery 	<ul style="list-style-type: none"> • Nursing Council of New Zealand
<ul style="list-style-type: none"> • Nurse Managers & Nurse Consultants 	<ul style="list-style-type: none"> • Other District Health Boards
<ul style="list-style-type: none"> • All Senior Nurses – CNMs, ACNMs, CNSs, Nurse Educators etc 	<ul style="list-style-type: none"> • Other related agencies, including ACC, NHB, HWNZ
<ul style="list-style-type: none"> • Quality, Patient Safety and Improvement teams 	<ul style="list-style-type: none"> • NZNO, NZCOM, College of Nurses Aotearoa
<ul style="list-style-type: none"> • Practice Development Unit 	<ul style="list-style-type: none"> • Community Health Council
<ul style="list-style-type: none"> • Executive Leadership Team (ELT) • Planning, Funding & Population/Public Health 	<ul style="list-style-type: none"> • Universities, Polytechnics and other educational institutions
<ul style="list-style-type: none"> • Directorate Leadership Teams 	<ul style="list-style-type: none"> • Relevant South Island Alliances, Networks and Forums
<ul style="list-style-type: none"> • Other senior leadership teams across all sites 	<ul style="list-style-type: none"> • External contract and service providers
<ul style="list-style-type: none"> • Māori Health Directorate 	<ul style="list-style-type: none"> • Primary Health Network
<ul style="list-style-type: none"> • Human Resource Team, Finance, Procurement & Facilities, IT and other support services 	<ul style="list-style-type: none"> • NGO's and Aged Care Sector
<ul style="list-style-type: none"> • Any other internal staff and services as appropriate 	<ul style="list-style-type: none"> • Other sectors and agencies and appropriate

PERSON SPECIFICATION

The expertise required for a person to be fully competent in the role. Position specific competencies:

	ESSENTIAL	DESIRABLE
Education and Qualifications (or equivalent level of learning)	<ul style="list-style-type: none"> • RN Registration with the New Zealand Nursing Council. • Bachelor of Nursing or equivalent. • Current practising certificate. • Completed a post graduate tertiary qualification and hold or working towards a qualification at Master's level 	<ul style="list-style-type: none"> •
Experience	<ul style="list-style-type: none"> • At least 10 years recent experience since registration in relevant area. • Extensive experience in and knowledge of the health sector. • Previous nursing leadership experience. • Operational management experience. 	

Knowledge and Skills	<ul style="list-style-type: none"> • Extensive experience in and knowledge of clinical quality and best practice and their application to clinical and operational nursing practice. • Proven ability to provide professional nursing advice to team members in relation to clinical and operational skills and practice. • Demonstrated ability to overview the practice of team members to ensure the needs of both patients and the organisation are appropriately addressed. 	
Personal Qualities	<ul style="list-style-type: none"> • Embodies Southern values of Kind: Manaakitanga, Open: Pono, Positive: Whaiwhakaaro and Community: Whanaungatanga. • Respected health professional with ability to develop and maintain excellent relationships with key stakeholder groups • Professional nursing credibility • Ability to engage nurses and other stakeholders within and across the health system and other sectors • Ability to communicate effectively to promote trust and collegiality • Willingness to develop and nurture the skills of others • Ability to change others' awareness of issues by helping them to look at old problems in new ways • Able to excite, inspire and influence others to action • Ability to foster and maintain excellent relationships that encourage and support quality practice development at all levels • Expert communicator, both verbal and written • Highly organised and structured • Commitment and personal accountability. • Excellent interpersonal skills, including ability to work effectively with people at all levels of the organisation. • Acts with discretion, sensitivity and integrity at all times. • Is adaptable and flexible – open to change (positive or negative). • Maintains an exceptionally high level of confidentiality. 	

KEY RESULT AREAS:

Key Accountabilities:	Example of successful delivery of duties and responsibilities
Strategic and Operational Planning	
<ul style="list-style-type: none"> • Foster an environment which puts the patient first and recognises the health continuum across community and hospital services. • Contribute to the development of long range service and district operational and business plans. • Communicate the Southern vision and objectives to all groups. • Ensure the optimal development of the organisation's nursing leadership and managerial capability, and skills in line with strategic requirements, and ensuring 	<ul style="list-style-type: none"> • Nursing Sensitive Indicator measurement and monitoring. • Successful development and implementation of strategic and operational plans and objectives that meet the needs of the Southern District Community. • Organisational 'buy-in' to financial constraints and financial limits within the Annual Plan. • Evidence of appropriate clinical involvement in the planning and management of clinical services. • Nursing leadership and management capability is developed.

<p>development aligns with the organisation's strategic goals.</p> <ul style="list-style-type: none"> • Champion the Southern operational clinical direction in partnership with General Managers, Medical Directors, Director of Midwifery and Directors of Allied Health, and Scientific & Technical. 	
<p>Clinical Advice and Resource Management</p> <p>Provide Southern clinical advice and management of clinical resources and provide operationally effective and efficient line management to the nursing services and multi-disciplinary teams.</p>	
<ul style="list-style-type: none"> • Ensure that safe patient care is maintained at all times. • Work closely with the senior management team to ensure quality clinical systems and processes to support the DHB's clinical activities. • Ensure efficient and effective nursing service delivery with productivity managed within available resources using tools such as Trendcare and CCDM. • Take a proactive and integral part in the identification, development and implementation of clinical services across the district. • Take a proactive and integral part in assisting the community and hospital sectors to become better integrated and coordinated, including identifying gaps within clinical strategy and recommending appropriate action. • Work with other members of the senior management team in all matters relating to standards and policies affecting clinical practice. • Support monitoring and analysis of service quality. • Provide oversight for management of public comment on nursing matters and the nursing aspects of complaints. • Support and give oversight to the improvement of evidenced based clinical standards. • Ensure liaison with external professional bodies including educational institutions, Colleges and the Ministry of Health on clinical matters and related areas (e.g. clinical training and workforce planning). • Provides professional line management to Senior Nurses. • Ensure clear expectations/boundaries for all leadership roles in Clinical Services are developed, understood and maintained. • Ensure legislative compliance. • Contribute actively to the management of department budgets and revenue with directorate leadership team. • Keep expenditure within prescribed boundaries, exceptions/variances in budget are investigated and managed. • Capex justified and prioritised. 	<ul style="list-style-type: none"> • Patient safety and quality metrics are monitored and mitigation strategies put in place as required for variances. • Quality service delivery maintained. • Continued development and improvement of clinical standards that involve or impact on hospital and community care. • Clear and relevant standards and policies affecting clinical practice within hospital and community care. • Provision of useful and timely clinical advice to the clinician-management partnership.

Senior Leadership/Management Contribution

Contribute to the overall planning, coordination and control of DHB affairs by service through provision of guidance and advice to Directorate leadership teams as appropriate.

- Provide advice to Directorate leadership teams and senior managers on the implications of plans, discussion documents and policies of the DHB.
- Support services in championing the development of clinical services across the district, ensuring consistent messages and increased cooperation across teams and services in the Southern region and greater South Island region.
- Participate in and maintain the culture of consensus decision making within senior management teams.
- Advise on the allocation of resources and examine and report on specified major projects.
- Evidence of effective strategies and methods to engage key members in decision making.
- Active participation in and contribution to forums and processes.
- Actively participate in meetings, projects and committees as required.

Clinical Leadership

Provide clinical leadership to the nursing staff of the DHB, whilst encouraging a broader focus of community and hospital services. In particular foster the clinician management partnership model.

- Ensure the development and implementation of a framework which allows senior nurses to:
 - Ensure effective two-way communication within and between Clinical Services;
 - Encourage cross-functional integration, support and coordination, especially with regard to organisation-wide and Southern goals and objectives; and
 - Develop and implement clinical policies and standards in a cohesive manner.
- Ensure accountability and delivery of safe resource allocation and decision making during budget setting and day to day resource management.
- Ensure appropriate organisational representation and participation at appropriate forums.
- Working with senior nurses within the service to maintain a nursing care delivery model that reflects contemporary practice.
- Providing expert clinical advice for senior nursing staff service management coordinating complex and difficult situations.
- Facilitate nursing input to major organisational projects.
- Forums established whereby nursing actively input into decision making.
- Clear understanding of and engagement with the strategic direction for hospital and community care by nurses.
- Implementation of procedures for handling major professional issues.
- Positive clinician management partnerships are established.

Clinical Practice

Ensure the development and achievement of evidenced based standards of clinical practice to ensure patient safety and quality requirements are optimal.

- Ensure compliance with the implementation of policies in the following areas:
 - The handling of critical incidents, complaints and the standards of assessment and sound educational and correctional procedures for the handling of major professional issues.
 - The investigation of major clinical incidents, complaints and the undertaking of corrective action where necessary.
- The DHB complies with best practice clinical audits and review processes.
- Prompt and appropriate resolution of issues relating to service provision in the hospital setting.

- The use of bench marking and the development of best practice.
- General oversight of the implementation of professional assessment processes and corrective action.
- Develops and maintains key partnerships crucial to the success of the role.
- Establishes and maintains effective local, regional and national networks.
- Collaborates with other health professionals within senior management.

Clinical Staff Development, Review and Workforce Planning

Review the performance of the senior nursing teams and facilitate staff development and succession planning at all levels of practice.

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| <ul style="list-style-type: none"> • Review annually professional performance of the senior nursing teams in terms of their professional leadership responsibilities. • Provide support to foster the growth of the senior nurse teams and ensure succession planning for these roles. • Provide a mentoring role to senior nursing staff and ensuring appropriate career development through all levels of practice. • Negotiate with external training institutions on issues of training and development and maintaining a close relationship with the appropriate external training institutions. • Ensure adequate research and clinical teaching opportunities are available for staff to maintain their base and extended competencies and legislative compliance. • Critique research findings and using these as the basis for practice. • Encourage presenting papers at conferences where appropriate publishing articles in reputable journals. • Provide input into the strategic workforce planning processes ensuring that nursing professional issues and impacts are considered. • Provide leadership in the form of advice, coaching and support for senior nurses to develop their workforce and to manage difficult staffing situations within their wards/teams. • Monitor staff numbers/skill mix/workforce indicators/bed management and identify trends and make recommendations using validated tools. | <ul style="list-style-type: none"> • Development and performance reviews are completed annually for all senior nursing staff. • Appropriate input into nursing training and development. • Nursing Council, and HWNZ approved programs are credentialed and widely available to staff across the district. These include for example NETP, PDRP and other postgraduate programs for which we are contracted and paid to deliver. |
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Clinical Reputation

Enhancing the clinical reputation of the organisation by actively participating in appropriate forums.

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| <ul style="list-style-type: none"> • Ensuring appropriate organisational representation and participation at appropriate forums. • Support ongoing teaching activity at both the undergraduate and postgraduate level by nursing staff, in collaboration with the teaching institutions, to maintain the excellent reputation of the teaching hospitals. | <ul style="list-style-type: none"> • Evidence of effective strategies and methods to engage key members in decision making. |
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<ul style="list-style-type: none"> Promoting active collaboration with teaching institutions for purposes of joint benefit. Initiating and approving key nursing projects. 	
<p>Managing Relationships</p> <p>Ensure that all relationships are managed in such a way as to promote the desired image and positively support the activities of Southern to deliver optimum patient outcomes.</p> <p>In collaboration with GMs, DAHs and MDs ensure the clinician management partnership model is implemented throughout the DHB structure.</p>	
<ul style="list-style-type: none"> Foster an environment where the people within our organisation work actively together to promote an optimum patient experience. Foster active interchange between clinical groups and management. Liaise with the community, agencies, service groups, organisations and individuals who have associations with the DHB to keep up to date with trends and identify new service and activity opportunities. Positively represent the Southern, fostering its interests by participating in discussions with individuals, sector forums, community groups and business organisations on relevant matters. Ensure the Southern views are sought and heard clearly in relation to health management matters, particularly as they relate to the financial management, procurement activities and building & property assets of the organisations. 	<ul style="list-style-type: none"> Constructive and effective relationships established with Governance, Funder, Māori and Community within the DHB. Effective networks established. Effective representation of the interests of the DHB. Recognised as an effective contributor to South Island Alliance initiatives.
<p>Team Performance and Development</p> <p>In collaboration with the GM, AHD and the MD champion the Clinician-Manager partnership model to develop and maintain a team environment in which the Southern performance is optimised.</p>	
<ul style="list-style-type: none"> Promote the philosophy of the Southern vision and values among all employees by ensuring that the patient is at the forefront of everything we do. Organise functional teams to ensure the completion of all organisational and directorate goals, and ensure effective team management and communications are developed and maintained. Ensure team members are managed in accordance with good employer practices and current staffing policies and agreements. Foster and support commitment to achieving the highest level of health and safety. 	<ul style="list-style-type: none"> Effective leadership and management of functional areas. Development and performance reviews completed annually for all direct reports. Active professional development programme for staff in place. Evidence of a team-based approach within the functional groups for who line accountability is held. Evidence of effective strategies and methods to engage key members in decision making. Personal development plans documented for reports.
<p>Quality and Risk</p>	
<ul style="list-style-type: none"> Southern is committed to the concept of quality improvement. As an employee you are required to actively participate in quality improvement and risk management, both at a professional level and service level. You are also required to participate in quality and risk programmes as an integral part of your position. Identify opportunities for continuous improvement in the provision of professional nursing standards, and in the development of a collegial, cohesive working environment. 	
<p>Other Duties</p>	
<p>Undertaking duties from time to time that may be in addition to those outlined above but which fall within your capabilities and experience.</p>	<ul style="list-style-type: none"> You respond positively to requests for assistance in own and other areas, demonstrating adaptability and willingness.

	<ul style="list-style-type: none"> You produce work that complies with SDHB processes and reflects best practice. Research undertaken is robust and well considered.
Professional Development – self	
Identifying areas for personal and professional development.	<ul style="list-style-type: none"> Training and development goals are identified/agreed with your manager. Performance objectives reviewed annual with your manager. You actively seek feedback and accept constructive criticism.
Health, Safety and Wellbeing	
Taking all practicable steps to ensure personal safety and the safety of others while at work, in accordance with the Southern’s Health, Safety and Wellbeing policies, procedures and systems.	<ul style="list-style-type: none"> You understand and consistently meet your obligations under Southern’s Health and Safety policy/procedures. You actively encourage and challenge your peers to work in a safe manner. Effort is made to strive for best practice in Health and Safety at all times.
Treaty of Waitangi	
<p>The principles of Te Tiriti o Waitangi, as articulated by the courts and the Waitangi Tribunal will guide the Southern response to Māori health improvement and equity. These contemporary principles include:</p> <ul style="list-style-type: none"> <i>Tino rangatiratanga</i>: Providing for Māori self-determination and mana motuhake in the design, delivery and monitoring of health and disability services. <i>Equity</i>: Being committed to achieving equitable health outcomes for Māori. <i>Active protection</i>: Acting to the fullest extent practicable to achieve equitable health outcomes for Māori. This includes ensuring that the Crown, its agents and its Treaty partner under Te Tiriti are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity. <i>Options</i>: Providing for and properly resourcing kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care. <i>Partnership</i>: Working in partnership with Māori in the governance, design, delivery and monitoring of health and disability services – Māori must be co-designers, with the Crown, of the primary health system for Māori. 	<ul style="list-style-type: none"> You will be able to demonstrate an understanding of Te Tiriti o Waitangi, Māori Indigenous rights and current issues in relation to health and health equity ie: Whakamaua: Māori Health Action Plan 2020-2025. You will contribute to responding to the DHBs Te Tiriti o Waitangi commitment to deliver effective and equitable healthcare with Māori patients and their whānau. You will have the ability to incorporate Māori models of health, patient and whānau-centred models of care, and mātauranga Māori. You will have insights into your own cultural awareness and an understanding of how your social-cultural influences inform biases that impact on your interactions with patients, whānau, and colleagues. Recognising that there is an inherent power imbalance in-patient relationship and ensuring that this is not exacerbated by overlaying your own cultural values and practices on patients.

CHANGES TO POSITION DESCRIPTION

From time to time it may be necessary to consider changes to the position description in response to the changing nature of our work environment – including technological requirements or statutory changes. This Position Description may be reviewed as part of the preparation for your annual performance and development review.

NB: Please note this position description is subject to change and review before being finalised and is currently in draft status due to current change environment under Te Whatu Ora.

Acknowledged / Accepted:

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Employee

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Date

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Manager

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Date