

## Position Description

Employment Agreement:	Allied, Public Health and Technical MECA DHB's/NZNO Nursing and Midwifery Multi-Employer Collective Agreement New Zealand (except Auckland Region) DHB's/PSA Mental Health & Public Health Nursing Multi-Employer Collective Agreement
Position Title:	<b>Unit Manager/ Charge Nurse Manager – Adolescent and Family Services (Child and Family mental health services, Youth speciality services and Youth forensic services)</b>
Location:	Dunedin
Reports to:	Service Manager
DHB Delegation Level:	Level 5
Number of direct reports:	Approximately 38.6 full time equivalents
Date:	August 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>
<b>Looking after our people:</b> We respect and support each other. Our hospitality and kindness foster better care.	<b>Being sincere:</b> We listen, hear and communicate openly and honestly. We treat people how they would like to be treated.	<b>Best action:</b> We are thoughtful, bring a positive attitude and are always looking to do things better.	<b>As family:</b> 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

The **Unit Manager/ Charge Nurse Manager** of the **Adolescent and Family Services (Child and Family mental health services, Youth speciality services and Youth forensic services)** is responsible for unit level service delivery including clinical leadership & coordination, operational functions, quality and financial performance, human resource management, quality and risk management, and accreditation, clinical pathway development and other service delivery improvements within the units.

Working in partnership with clinical and other staff, the **Unit Manager/ Charge Nurse Manager** will contribute to strategic and operational management in a way that is consistent with the organisation's vision and values.

### Main Objectives:

The objectives of the **Unit Manager/ Charge Nurse Manager** are to achieve the delivery of clinical and operational services to contracted specifications to the relevant wards/unit/service by:

- Providing clinical leadership, coordination and management to ensure the safe provision of patient care, whilst acting as a positive role model.
- Fostering a culture of clinical excellence, innovation and strategic thinking.
- Facilitating clinical practice development in secure settings within the multidisciplinary team.
- Ensuring human resource management activities are undertaken appropriately for all staff includes recruitment, professional development management and performance management where indicated.
- Supporting the philosophy and practice of a service wide approach to service delivery and operational processes whilst being cognisant of the organisational context.
- Participates in service development planning.
- Ensuring service delivery is provided within approved activity plans and financial budgets.
- Preparing performance reports on activity and resource utilisation compared to the activity plan and budget, including description of risk mitigating strategies on issues that threaten to impact on clinical safety, financial and operational performance of the service.
- Working with Service Manager to develop and implement capital and asset management plans that ensure all plant and equipment is maintained, replaced and/or purchased for the ward/units.
- Ensuring internal service structures, practices and controls to monitor and manage resource utilisation, risk, quality and compliance are actively in place.
- Participating in focus groups/projects that advance issues and strategies for the organisation.
- Proactively identify development goals for self in order to meet the position requirements.

## 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

<b>Customer Focus</b>	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand 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
<b>Integrity and Trust</b>	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.
<b>Drive For Results</b>	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.
<b>Managing Diversity</b>	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.

### Role Specific Competencies

<b>Decision Quality</b>	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, data and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
<b>Managing and Measuring Work</b>	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.
<b>Organisational Agility</b>	Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.
<b>Interpersonal Savvy</b>	Relates well to all kinds of people - up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
<b>Motivating Others</b>	Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person and get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

<b>KEY RELATIONSHIPS</b>	
<b>Within Te Whatu Ora - Health New Zealand - Southern</b>	<b>External to Te Whatu Ora - Health New Zealand - Southern</b>
<ul style="list-style-type: none"> <li>• Clinical Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Patients, Families and Whanau</li> </ul>
<ul style="list-style-type: none"> <li>• Clinical Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Other service providers (DHB, NGO, PHO)</li> </ul>
<ul style="list-style-type: none"> <li>• Allied Health Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Health and Welfare agencies</li> </ul>
<ul style="list-style-type: none"> <li>• Other Service Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant support groups</li> </ul>
<ul style="list-style-type: none"> <li>• Other Charge Nurse Managers/Charge Midwife Managers/Unit Managers</li> </ul>	<ul style="list-style-type: none"> <li>• University of Otago School of Medicine, Otago and Southland Polytechnics</li> </ul>
<ul style="list-style-type: none"> <li>• Medical and allied health staff</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Colleges and registration boards</li> </ul>
<ul style="list-style-type: none"> <li>• Practice Development staff</li> </ul>	
<ul style="list-style-type: none"> <li>• Clinical and Corporate support staff</li> </ul>	
<ul style="list-style-type: none"> <li>• Te Whatu Ora - Health New Zealand - Southern-wide staff</li> </ul>	

## PERSON SPECIFICATION

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

	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Education and Qualifications (or equivalent level of learning)</b>	<ul style="list-style-type: none"> <li>• It is essential that the applicant be a registered nurse or Allied Health Professional with strong clinical leadership and management skills</li> <li>• Holds a current portfolio (PDRP) or equivalent, appropriate to the role.</li> <li>• Minimum of Post-graduate diploma in a relevant field.</li> </ul>	
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Excellent group facilitation skills and history of a collaborative team approach. Has advanced communication techniques such as conflict resolution, diffusion and mediation skills</li> <li>• Innovative and flexible with positive and problem solving approach in all situations</li> <li>• Has proven clinical credibility</li> </ul>	

	<ul style="list-style-type: none"> <li>• Is a critical consumer of research and embraces evidenced based practice when carrying out any task/function</li> <li>• Knowledge of and demonstrates use of adult teaching and learning principles</li> </ul>	
<b>Knowledge and Skills</b>	<ul style="list-style-type: none"> <li>• Advanced communication techniques such as conflict resolution, diffusion and mediation skills.</li> <li>• Demonstrate professional accountability within scope of practice.</li> </ul>	
<b>Fitness</b>	<ul style="list-style-type: none"> <li>• A reasonable level of fitness is required to cope with the demanding physical requirements of the job. The following denote the key physical requirements for the position: standing, walking, bending, sitting, stairs, simple grasping, fine manipulation, operating machinery/equipment, lifting, overhead reaching, carrying, pushing/pulling, twisting, climbing/balancing, crouching/squatting, manual handling of people, other reaching, and ability to participate in personal restraint if required</li> </ul>	
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Be a critical consumer of research and embrace evidenced based practice when carrying out any task/function.</li> <li>• Have a commitment to ongoing development of nursing skills and in-service education.</li> <li>• Have the ability to work as part of a team.</li> <li>• Have ability to 'work together' in a collaborative manner.</li> <li>• Have ability to 'work smarter' by being innovative and proactive.</li> <li>• Accept responsibility for actions.</li> <li>• Be prepared to undertake other duties as reasonably requested by line manager.</li> </ul>	

#### KEY RESULT AREAS:

<b>Key Accountabilities:</b>	<b>Example of successful delivery of duties and responsibilities</b>
<b>Clinical Leadership</b>	
Foster a culture that strives for excellence in clinical service provision within allocated resources	
<ul style="list-style-type: none"> <li>• Promote excellence in clinical service provision through the sharing of new knowledge, ideas, and research.</li> <li>• Encourage innovation and practice initiatives that enhance clinical care or service provision.</li> <li>• Maintain a high standard of clinical expertise within the ward/unit.</li> <li>• Foster the development of a cohesive team which works collaboratively to achieve optimal patient/service outcomes.</li> <li>• Ensure Treaty of Waitangi principles and Tikaka best practice guidelines are fully integrated into practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Be active and visible within the team, motivating and actively praising/ valuing staff endeavours, and acknowledging patient satisfaction and good clinical care.</li> <li>• Promote patient/client centred care that incorporates a strong customer service philosophy through effective and positive interactions with patients/ clients, staff, visitors and other agencies.</li> <li>• Ensure clinical practice is provided within accepted professional standards, codes, policies and relevant legislation.</li> </ul>

<ul style="list-style-type: none"> <li>• Encourage a culture of continuous learning, positive critique of the status quo and use of evidence based practice.</li> <li>• Ensure there is adequate leadership and principles of direction and delegation are adhered to by all staff.</li> </ul>	
<p><b>Service Planning and Delivery</b></p> <p>Lead and manage units to provide efficient and effective services. Participate in and lead where relevant, unit service planning.</p>	
<ul style="list-style-type: none"> <li>• Lead and manage respective wards/units/services in accordance with operational plans and budgets.</li> <li>• Ensure a consumer/patient service focus is adopted and maintained at all ward/unit/service team level.</li> <li>• Implement Te Whatu Ora - Health New Zealand - Southern wide policies and processes.</li> <li>• Ensure service delivery complies with Health and Disability sector standards and relevant legislation.</li> <li>• Actively participate in the preparation of service activity plans.</li> <li>• In conjunction with the Service Manager ensure service planning and delivery complies with Ministry of Health elective service performance indicator standards (where applicable).</li> <li>• Ensure adherence to the Te Whatu Ora - Health New Zealand - Southern delegations of authority.</li> <li>• Effectively utilise Southern District Health Board information systems and data to enable ward/unit/service patient care management and human resource utilisation activities.</li> <li>• Identify, lead and manage projects to improve ward/unit/service efficiency and effectiveness.</li> <li>• Lead the team to effectively ensure discharge processes are robust and support the needs of the service, including timeliness, and staff responsibility in efficient discharge planning</li> </ul>	<ul style="list-style-type: none"> <li>• Build and maintain effective relationships and communication mechanisms with staff, associated clinical and support services, and external agencies as applicable.</li> <li>• Develop and implement audit care pathways in conjunction with clinical staff.</li> <li>• Ensure integrated care plans are utilised in clinical service delivery.</li> <li>• Facilitate and champion the integration of the Te Whatu Ora - Health New Zealand - Southern Team based model of nursing practice.</li> <li>• Monitor ward/unit/service performance against key performance indicator targets, identifying and implementing corrective actions as and if required in conjunction with the Nurse/Service Manager.</li> <li>• Prepare accurate monthly management reports for the ward/unit including variance analysis of key performance indicators, balanced scorecard and financial management variances together with corrective actions.</li> <li>• Prepare business cases and/or reports as requested/required by the Nurse/Service Manager</li> </ul>
<p><b>Staff Management and Planning</b></p> <p>Ensure the service/s is/are appropriately staffed. Best practice human resource standards are met. Effectively lead and manage assigned staff in order to develop and maintain a cohesive and productive team. Ensure effective communication within service.</p>	
<ul style="list-style-type: none"> <li>• Lead by example acting as a positive, motivating and inspiring role model for all staff.</li> <li>• Model sound Human Resource practice and, facilitate coaching and performance development for staff, in consultation with Human Resources and the Service Manager; facilitate change management as appropriate.</li> <li>• Ensure effective recruitment, orientation, preceptorship, rostering and administration of staff in accordance with Te Whatu Ora - Health New Zealand - Southern policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a comprehensive staffing plan for staff directly reporting to the <b>Unit Manager/ Charge Nurse Manager</b> that recognises potential shortcomings and identifies strategies to address gaps both short and long term.</li> <li>• Ensure professional staff practice with a current annual practising certificate and logs in the appropriate reporting system.</li> <li>• Ensure rosters are developed in accordance with approved core roster resource levels and Te Whatu</li> </ul>

<ul style="list-style-type: none"> <li>• Develop communication mechanisms that facilitate effective and timely communication within and across the ward/s and/or unit/s.</li> <li>• Proactively plan and implement appropriate staffing aligned with variations in patient/staff activity e.g. winter, Christmas, school holidays.</li> <li>• Ensure timely staff appraisal and feedback structures are in place. With staff, identify professional development plans aligned to Te Whatu Ora - Health New Zealand - Southern and service priorities.</li> <li>• Proactively deal with staff conflict and performance issues.</li> <li>• Ensure effective strategies are in place to resolve issues.</li> <li>• Maximise opportunities to create a harmonious working environment. Show positive leadership and seek feedback.</li> <li>• Manage employee leave to ensure service demands are matched with the legal requirements for staff to take leave.</li> <li>• Ensure accuracy and timeliness in rostering and payroll transactions in compliance with OneStaff (staff management system) and the Te Whatu Ora - Health New Zealand - Southern Rostering Standards</li> </ul>	<p>Ora - Health New Zealand - Southern Rostering Standards and budgets.</p> <ul style="list-style-type: none"> <li>• Ensure appropriately budgeted training and development plans are in place for all staff. In conjunction with the ACN/CNS/Practice Development Unit Nurse Educator, and ensure in-service training and education is carried out to maintain quality of service.</li> <li>• Promote and facilitate staff participation in Professional Development.</li> <li>• Ensure all staff have an up to date annual leave management plan at all times.</li> </ul>
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**Financial Management**  
 Work within budgets for the financial year, and work in collaboration with the Service Manager to develop risk mitigation strategies for unexpected expenditure.  
 Participate in developing and managing annual and three year capital expenditure plan.

<ul style="list-style-type: none"> <li>• Report to the Service Manager on a monthly basis, financial performance including variations and corrective actions.</li> <li>• Work closely with Business Analyst to understand variances and operationalise mitigating strategies.</li> <li>• Participate in annual budgeting process with the Service Manager and Business Analyst.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage capital expenditure within annual capital expenditure plans, and in accordance with Te Whatu Ora - Health New Zealand - Southern policies and procedures.</li> <li>• Proactively engage with staff to identify ideas and action plans for ward/unit efficiency improvements and cost reduction initiatives.</li> </ul>
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**Quality and Risk**  
 Manage ward/unit quality and risk programmes.  
 Lead and manage certification and accreditation within ward/unit.  
 Foster a quality improvement culture.

<ul style="list-style-type: none"> <li>• Lead, administer and facilitate staff involvement in ward/unit quality and risk programmes and action plans, and participate in service wide programmes, in accordance with Te Whatu Ora - Health New Zealand - Southern policy.</li> <li>• Ensure compliance including: all relevant standards and legislation, health safety, professional regulations, and equipment.</li> <li>• Manage ward/unit balanced scorecard and report and manage variations.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead and manage service level health and safety programmes including audit of hazards and routine reporting of incidents and accidents.</li> <li>• Investigate complaints, incidents and other matters in a timely manner, reporting outcomes as required including development of action plans to facilitate ward/unit/ service development.</li> <li>• Proactively develop new ward/unit/service policies and protocols in conjunction with members of the team.</li> </ul>
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<ul style="list-style-type: none"> <li>• Lead the ward/unit incident reporting and investigation processes, within Te Whatu Ora - Health New Zealand - Southern policies and procedures.</li> <li>• Support and demonstrate the philosophy and practice of a service and organisational wide systems approach to service and operational processes.</li> </ul>	
<p><b>Strategic Management</b></p> <p>Contribute and lead ward/unit operational and clinical projects Lead in the process of change and instil a continuous quality improvement culture.</p>	
<ul style="list-style-type: none"> <li>• Maintain knowledge of current and emerging strategic priorities for the relevant service grouping specialties.</li> <li>• Lead assigned projects that are of strategic ward/unit and service priority, ensuring their effective completion within assigned timeframes and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Build a collective vision for the ward/unit to allow staff to have a clear understanding of their role in service provision.</li> <li>• Use Balanced Scorecard, incidents, complaints and other KPIs to inform ward/unit development and improvement opportunities</li> <li>• Participates in Te Whatu Ora - Health New Zealand - Southern wide projects as relevant to ward/unit/service.</li> </ul>
<p><b>Self-Management</b></p>	
<ul style="list-style-type: none"> <li>• Plan and manage own work to achieve desired results on time, within budget and to required standard.</li> <li>• Maintain own professional development, attend Te Whatu Ora - Health New Zealand - Southern and other development opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Act as a role model for the Te Whatu Ora - Health New Zealand - Southern organisational values.</li> </ul>
<p><b>Contribution to Organisational Leadership</b></p>	
<ul style="list-style-type: none"> <li>• Participate in focus groups/projects that advance issues and strategies for the organisation.</li> <li>• Provide cover for other <b>Unit Managers/ Charge Nurse Managers</b> within the service when required.</li> <li>• Act up as Service Manager as required/requested</li> </ul>	<ul style="list-style-type: none"> <li>• Participate collectively with other <b>Unit Managers/ Charge Nurse Managers</b> /Midwife Managers to provide a collaborative approach to provide clinical service provision</li> </ul>
<p><b>Treaty of Waitangi</b></p>	
<p>The principles of Te Tiriti o Waitangi, as articulated by the courts and the Waitangi Tribunal will guide the Te Whatu Ora - Health New Zealand - Southern response to Māori health improvement and equity. These contemporary principles include:</p> <ul style="list-style-type: none"> <li>• <i>Tino rangatiratanga</i>: Providing for Māori self-determination and mana motuhake in the design, delivery and monitoring of health and disability services.</li> <li>• <i>Equity</i>: Being committed to achieving equitable health outcomes for Māori.</li> <li>• <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.</li> <li>• <i>Options</i>: Providing for and properly resourcing kaupapa Māori health and disability services.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• You will have the ability to incorporate Māori models of health, patient and whānau-centred models of care, and mātauranga Māori.</li> <li>• 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.</li> <li>• 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.</li> </ul>

<p>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.</p> <ul style="list-style-type: none"> <li>• <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.</li> </ul>	
<b>Health and Safety</b>	
<ul style="list-style-type: none"> <li>• Foster and support commitment to achieving the highest level of health and safety, including identification and reporting of all hazards, assistance in resolving issues that may cause harm to staff, and working safely at all times.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates competence in emergency procedures, e.g. fire, and CPR.</li> <li>• Completes Fire, CPR training and updates regularly as required by DHB’s policies and procedures. Identifies, take appropriate action and promptly reports clinical, Occupational Safety and Health and security incidents.</li> </ul>
<b>Quality and Performance</b>	
<ul style="list-style-type: none"> <li>• Maintain professional and organisational quality standards.</li> <li>• Ensure delivered work is planned, delivered, and implemented consistently against quality standards.</li> <li>• Continuously identify improvement opportunities to perform job in most effective manner.</li> <li>• Investigate opportunities to achieve goals in a more efficient way.</li> <li>• Lead and support the implementation of the Releasing Time to Care programme for the ward/unit/service.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance is in alignment with HR quality audit standards, organisational requirements, and professional standards.</li> <li>• Lead the roll out and continual update of visual management boards for the ward/unit/service which displays key elements of performance for staff and patients.</li> </ul>

Note: the above example measures are provided as a guide only. The precise performance measures for this position will require further discussion between the job holder and manager.

**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.

Acknowledged / Accepted:

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Employee

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Date

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Manager

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Date