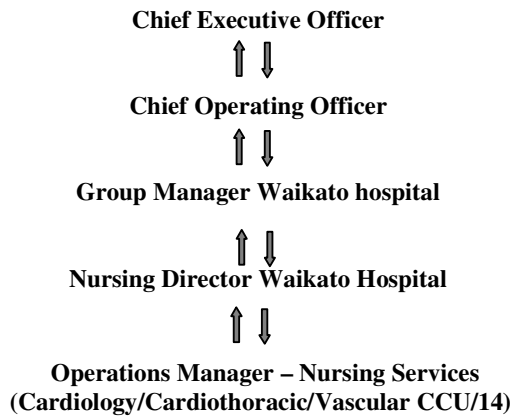




Position Description

Position Title: Operations Manager – Nursing Services
Responsible to: Nursing Director Waikato Hospital
Prepared/Reviewed: March 2010

Place in Organisation



Position Holder's Name : _____

Position Holder's Signature : _____

Manager's Name : _____

Manager's Signature : _____

Date : _____

Purpose of the Position

The primary responsibility of the Operations Manager is to lead and manage the Clinical team and ancillary staff in the delivery of safe and effective patient outcomes for the Nursing Service. The Operations Manager will also be responsible for developing and maintaining business, clinical governance and strategic alliances with appropriate other services.

The Operations Manager does this by:

- Working with key clinical and support staff (within the area and with strategic partners) to set a clear direction for the service and business, on an annual basis
- Co-ordinating the required resources, leading and managing a responsive, competent and efficient customer focused service.
- Ensuring the development and maintenance of professional standards of care and introduction of new initiatives that drive sustainable improvements in patient flow

Nature & Scope of Responsibilities

Service Delivery Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Ensures high quality contracted services are delivered to fulfil business requirements 	<ul style="list-style-type: none"> ○ The incumbents service area's vision will align with Waikato DHB vision, business plan and agreed objectives ○ Business plans and operational strategies are implemented in a timely manner to ensure the achievement of the business plan/action plan objectives ○ Monitors, in collaboration with Nurse Manager Operations and Business Manager, service statistics to ensure: <ul style="list-style-type: none"> ⊗ Accurate allocation of services ⊗ Contract timeframes are met ○ Management of Nursing Services will include: <ul style="list-style-type: none"> ⊗ Ensuring appropriate resources are available ⊗ Responsibility for the implementation and monitoring of services to meet or exceed agreed standards ⊗ Establishment, maintenance and enhancement of relationships with other managers/services within Health Waikato ○ Attendance at daily bed capacity meetings to support the maximisation of hospital capacity and efficiencies of resources to maintain a safe work environment. ○ Service-specific outputs are monitored with adjustments being made to resources to ensure efficiency and cost effectiveness balanced against quality, safety and cultural appropriateness ○ Full responsibility for the MoH contract, service provision issues and service allocation. ○ Acts on "red flag" items identified by staff and deals with service provider issues identified by staff

Service Delivery Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Nursing Management Group 	<ul style="list-style-type: none"> ○ Supports best evidenced based research practice through the up-to-date provision of policies, procedures, standards and guidelines for practice ○ Programmes and services supplied are culturally appropriate, and incorporate and enhance services to Māori ○ Monthly key performance targets are agreed with the Nursing Director and respective Clinical Directors. The agreed targets are monitored and strategies implemented to improve efficiency of service provision ○ Monthly operating reports are provided to the Nursing Director which include monitoring performance (outputs, trends,) against operating objectives, financial performance, quality/risk reporting and any issues of importance and concern ○ Trends based on valid statistical information, that impact on service provision and utilisation are monitored, advised and predictions for future needs of services made ○ Leads Continuous Improvement and certification activities related to the business. ○ To assist in the provision of 24 hour management for Waikato Hospital by taking part in the on-call management roster ○ To contribute to the overall Nursing Services management through participation in the regular management meetings ○ To provide management cover in all departments of Nursing for leave when appropriate. ○ To develop and maintain strategies that ensure a close working (business and strategic) relationship with the key alliance areas of Clinical Services, Medical Services, Clinical Support, Surgical, Child and Women's Health Units ○ To support the contractual obligations required of Nursing services in relation to staff recruitment, capacity planning and professional standards of care.

Staff Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Ensure the effective management of Nursing Services. 	<ul style="list-style-type: none"> ○ Staff management occurs in accordance with Health Waikato policies and relevant legislation ○ Creates and nurtures a work environment which

Staff Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
	<p>encourages a team approach, a high level of productivity and efficiency, and a continuous improvement and customer focus</p> <ul style="list-style-type: none"> ○ Manages annual leave, sick leave, course/conference leave, etc in a business like, proactive, timely and fair manner ensuring efficient maintenance of the service ○ Manages the recruitment and employment of all staff in collaboration with appropriate others this includes both nursing, medical and ancillary staff. The Operations Manager is the sole recruiter of all senior nursing roles ○ Ensure that all new employees receive a comprehensive, planned orientation and that education needs are identified. ○ Regular review of the performance of direct reports, in particular the setting and meeting of key performance targets. Support and advice is provided to direct report staff on a proactive basis. ○ Regularly provide feedback to staff in relation to performance of service units. ○ Formal performance and development reviews are completed at least annually ○ Education, training and development needs of staff members are identified and opportunities to meet these needs are supported where appropriate. ○ Ensures all staff have a current, signed position description ○ Ensures that all staff comply with the Health Practitioners Act and are appropriately certificated and credentialed ○ Performance issues are managed to achieve optimal outcomes ○ Disciplinary matters are dealt with in a comply with the WDH B Disciplinary Procedure

Financial and Asset Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Manage the budget and capital programme for Nursing Services. 	<ul style="list-style-type: none"> ○ Agreement and sign-off of the operational budget for the incumbents service, in consultation with the Nurse Manager Operations and Decisions Support Team ○ Monthly (and more regularly as required) review and budget and revenue will occur with the Group Manager. ○ Capital requirements are identified and once programme/budget agreed, manages process of capital purchasing with the Business Manager.

Financial and Asset Management	
<i>Accountabilities</i>	<i>Performance Measures</i>
	<ul style="list-style-type: none"> ○ Ensures agreed equipment maintenance programmes are adhered to. ○ A monthly report be provided to the Nursing Director Waikato Hospital on negative and positive financial trends, statistical analysis of budget and revenue movements ○ Innovative approaches to enhance the cost efficiency of the service are explored and implemented as appropriate ○ Avenues for extending the service to generate revenue are explored and implemented following approval of the Nursing Director – Waikato Hospital

Relationship with Stakeholders	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Key stakeholders in the Service are identified and relationships formed with key personnel (within Waikato DHB and external to our DHB). 	<ul style="list-style-type: none"> ○ To ensure patient/family/whanau issues are investigated and resolved ○ To ensure that there is a relationship balance between the key stakeholders, clinical and operational requirements of the service through an integrated approach to decision making in partnership internally within the Medical Services, Clinical Support Surgical, Child and Women's Health Units. ○ Information and communication needs of stakeholders are analysed and strategies implemented to meet agreed needs of target groups or individuals. ○ A formal network is established with networking and educational meetings facilitated and/or attended

Health & Safety	
<i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ All managers are responsible for: - Hazard management within their service 	<ul style="list-style-type: none"> ○ Provides and maintains a safe environment for all people within your ward/department/service ○ Leads emergency management strategies and practices within your area ○ Leads hazard management, investigation, corrective and preventative action for all work

Health & Safety <i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> - Communicating to staff through orientation, meetings, training, policy and documentation usage, their role with hazard management in the work place ○ To participate in and comply with the requirements of the Health & Safety in Employment Act 1992 and associated Waikato DHB policies 	<p>related incidents accidents and near misses</p> <ul style="list-style-type: none"> ○ Involves all staff and relevant representatives in hazard management ○ Provides feedback to staff health and safety representatives regarding performance with hazard management ○ Ensures that health and safety objectives are included in all planning and plans ○ Ensures appropriate orientation and ongoing training is provided for all employees ○ Ensures health and safety is included in all performance reviews ○ Ensures staff are complying with health and safety policies/monitoring programmes ○ Work practices ensure safety for self and others ○ Advice or assistance is sought before commencing an unfamiliar work practice ○ Hazards are identified, control plans documented, and hazards eliminated, minimised or isolated ○ Complies with Waikato DHB incident reporting policy ○ Emergency management procedures and compulsory / compliance education and training completed

Risk Minimisation <i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ To implement an effective risk management programme within the service in accordance with the Waikato DHB Risk Management Framework 	<ul style="list-style-type: none"> ○ Implements a risk management programme within the service, using the organisation’s risk management processes, by: <ul style="list-style-type: none"> Systematically identifying and prioritising the risks to patients, staff and Waikato DHB, involving clinical and non-clinical staff and managers in this process as appropriate Ensuring as appropriate shared clinical/manager decision-making regarding risk management Developing, documenting, implementing and reporting on risk minimisation strategies which address the risks identified within the service, and which support the minimisation of the organisation’s highest priority risks Monitoring the effectiveness of risk management strategies, and reporting on these to the Nursing Director Waikato Hospital

Risk Minimisation <i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
	<p>Supporting provision of safe, evidence-based practice e.g. through development and use of relevant protocols and guidelines</p> <p>Developing and implementing an audit programme which effectively monitors the delivery of best practice safety of the service</p> <p>Creating a work environment which supports staff to report incidents, and to notify and minimise risks</p> <p>Managing incidents in accordance with the Waikato DHB Incident / Accident / Near Miss Notification and Management Policy</p> <p>Informing staff of actions taken to address risks they have raised, or your / the organisation's decision to take no further action</p> <p>Providing timely notification to your manager of new risks, and serious events, as they arise</p> <p>Regularly reviewing current risks to ensure they remain at acceptable levels</p> <p>Complying with legislation and Waikato DHB policies, procedures, protocols and guidelines</p> <p>Participating in audits as required</p>

Continuous Quality Improvement <i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ To implement an effective Continuous Quality Improvement programme within the service in accordance with the organisation's Quality Framework 	<ul style="list-style-type: none"> ○ Implements a Continuous Quality Improvement programme within the service in accordance with the organisation's Quality Framework, by: <ul style="list-style-type: none"> Identifying improvement opportunities by involving staff and using relevant information Developing and documenting the service's quality plan, ensuring that Waikato DHB's quality improvement priorities are addressed Creating an environment which supports staff to provide good customer service Providing staff training and support to implement the service's quality goals Meeting required standards, e.g. accreditation standards, Health and Disability Sector Standards Monitoring the achievement of the service's

Personal & Professional Development <i>(compulsory content – cannot be altered)</i>	
<i>Accountabilities</i>	<i>Performance Measures</i>
<ul style="list-style-type: none"> ○ Assumes responsibility for personal and professional / work education and development 	<ul style="list-style-type: none"> ○ Maintains and/or extends knowledge and skill base required for effective performance ○ Identifies any learning needs ○ Negotiates with management to attend appropriate education and training ○ Participates in own performance review annually
<ul style="list-style-type: none"> ○ Perform such other duties as reasonably required by the manager in accordance with the conditions of the position 	<ul style="list-style-type: none"> ○ Cover for Operations Manager peer, additional duties that may arise out of critical service issues (e.g. industrial action). These duties will be performed in an efficient manner, to the required standard and within a negotiated timeframe

Problem Complexity

- The incumbent will be responsible and accountable for the business, staff and financial management
- The incumbent will be required to advise on the implications of the various courses of action, both operationally and strategically, as the scenarios impact on, or are impacted on, by a wide variety of issues
- This will require the incumbent to be able to gather information on the broadest possible basis, and to synthesise the information gathered so that the total implications and impacts of an issue are understood.
- Will be required to balance the demands of the service with an agreed budget
- The position involves working in a difficult political and financial environment to develop and implement a client focused service
- The role will require diverse problem solving as well as intense interpersonal interactions in often stressful situations

Scope for Action

- Will have budgetary responsibility for the costs associated with the provision of all services for Cardiology/Cardiothoracic/Vascular CCU/14
- Responsibility for identifying opportunities for staff and service development and where appropriate implementation of these.
- Works collaboratively with all other Waikato DHB services to ensure contractual requirements are met.

Authority

- This position carries a Level Four (6) authority under the Health Waikato's Delegated Authorities Manual

Revenue Budget :

- **Cost Budget :** TBC

Staff Reporting

- **Direct Reports :** TBC

- **Indirect Reports:** TBC

Relationships

- **Internal :**
 - Nursing Directorate
 - Nurse Managers
 - Nursing & Clinical Services staff
 - Operations Managers, Waikato Hospital
 - Clinical Nurse Managers / Nurse Educators
 - Manager Patient Flow
 - Human Resources
 - Māori Patient Services
 - Quality & Risk Facilitator
 - Decision Support
 - Corporate & Support Services
 - Health & Safety
 - Project Teams e.g. CAS, SCR, Oracle
 - Clinical Directors
 - Service Managers
 - Surgical teams
 - Service Sterilising Unit
 - Purchasing Services all areas of
 - Booking Clerks
 - “T” Hospitals
 - Purchasing Officer
 - Product Co-ordinator
 - Engineers (E&P)

- **External :**
 - General Public
 - Patient Relatives
 - EAP Referral Staff
 - Other Public Hospitals (NICU Network)
 - Private Consultants
 - Medical Council
 - Nursing Council
 - Network Groups
 - Work Aon
 - OSH
 - ACC

Person Specifications

- **Credentials/Qualifications/Training**
- **Desirable :**
 - Undergraduate diploma or tertiary qualification in health management or equivalent

- **Experience**
- **Essential :**
 - A strong clinical and operational management background is preferred
 - High level of professional competence in management.
 - Demonstrated ability to provide leadership to professional staff.
 - Experience working in a large and complex organisation

- **Desirable :**
 - Experience in working with people, contracts and communities

- **Competencies (Knowledge, Skills & Attributes)**
- - Knowledge of legislation affecting areas of responsibility e.g. Human Rights legislation, employment law, Privacy Act, etc
 - Ability to work in a multi-disciplinary team
 - Knowledge of Human Resource management
 - Ability to gather and analyse data and extract meaningful information
 - Excellent verbal and written skills
 - Basic Computer literacy
 - Excellent communication, relationship and negotiation skills
 - Ability to prioritise activities and needs
 - Able to problem solve and analyse information
 - Culturally safe
 - Sense of humour
 - Professional demeanour
 - Able to motivate people
 - Able to practice / work independently
 - Creative thinker
 - Enthusiastic: possesses initiative and able to improvise
 - Excellent interpersonal skills
 - Integrity
 - Good time management
 - Stress tolerance
 - Self motivated
 - Flexible/Adaptable
 - Methodical and efficient and able to meet set deadlines

- **Physical Requirements**
- **The following denote the key physical requirements for the job**
- ☞ Standing
- ☞ Walking
- ☞ Sitting
- ☞ Stairs
- ☞ Simple Grasping (*handling, seizing, holding, grasping*)
- ☞ Fine Manipulation (*eg keyboarding, cutting, using fingers*)