

Position Title:	Nurse/Midwifery Unit Manager
Award Classification:	NUM Year 1, 2 or 3
Award / Agreement Name:	Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2016-2020 Victorian Public Mental Health Services Enterprise Agreement 2016-2020
Position reports to:	Operationally to Associate Program Director or Designated Program Lead Professionally to the Director of Nursing/Midwifery and Operations

EASTERN HEALTH – GREAT CARE, EVERYWHERE, EVERY TIME

Eastern Health is one of Melbourne’s largest metropolitan public health services. We provide a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care, community health and statewide services to people and communities that are diverse in culture, age and socio-economic status, population and healthcare needs.



POSITION PURPOSE

The Nurse/Midwife Unit Manager (N/MUM) is responsible for leading the clinical team to ensure the effective coordination and efficient management of the designated Unit/Department. This is a position of clinical leadership and accountability that aligns with Eastern Health's Clinical Governance and operational management structures.

This role is responsible to ensure patient care is provided in accordance with Eastern Health standards and guidelines, and that patient safety is maximised. The N/MUM will ensure there is an effective workforce available to support Eastern Health's strategy, along with identifying and supervising issues of clinical risk ensuring high quality safe patient centred care. The N/MUM provides guidance and development of the staff within the Unit/Department and holds responsibility to develop and manage the unit within the allocated budget(s) and organisational improvement plan objectives. The N/MUM is the professional responsible and accountable to the Director of Nursing/Midwifery and Operations to ensure staff are cognisant of the need for them to practice within the required professional standards, guidelines, codes and behaviours that are mandated through NMBA or Eastern Health.

KEY ACCOUNTABILITIES

Healthcare Excellence

- Works collaboratively with all services and programs both locally and across Eastern Health, to develop and implement systems, processes and projects required to ensure efficient, effective and responsive patient/client/resident (hereafter referred to as the patient) centred care of the allocated work unit in line with the organisation's strategic direction.
- Oversees and drives the initiatives of the Great Care Everywhere Program and other improvement programs (e.g. Productive Ward Program) relevant to the department or unit.
- Is the key driver of effective and timely communication with patients, team members, program leads, other EH departments and the community.
- Ensures personal and unit compliance with relevant Acts, Agreements and Eastern Health Directions, Standards, Policies, Practice Guidelines, and EH Staff Code of Conduct.
- Ensure that all administrative functions are completed within the mandates of the position, including Program/service/site, Nursing/Midwifery, or other reports / documentation. This includes the management of required resources within the unit.
- Undertakes investigation of incidents and risks that present / occur within unit and provides timely completion of necessary reports against actions to minimise further events or risks.
- Is responsible for the development and progression of Unit Improvement Plan (IIP) in line with Program/Service / Professional and Eastern Health Strategic Plan.
- Accepts accountability for the outcomes of clinical nursing/midwifery practices of the Unit and addresses practices that are not consistent with agreed standards, practice guidelines and evidenced based practice.
- Drives the engagement of nurses and midwives in the Eastern Health Nursing & Midwifery Practice Guideline.
- Is responsible for driving timely and effective patient flow through the unit and works with all relevant departments to ensure patient access, flow and discharge planning initiatives are implemented at the unit level.
- Oversees new initiatives to ensure the patient's engagement with Eastern Health is appropriate to best practice in clinical care, including length of stay, internal and external referral process and discharge planning.
- Ensures nursing / midwifery staff treat all patients, clients, residents, visitors and staff in a courteous and non-discriminatory manner with a focus on continually improving the patient experience. Provides an efficient and customer focussed service and responds to complaints & compliments originating from the unit.
- Promotes a culture of continuous improvement within the unit by monitoring standards of service and practice and leads the team to ensure that interventions are designed and implemented to address areas where variance to the agreed standards exists.
- Employs the skills of timely and effective communication with healthcare personnel to guide and achieve optimal patient/ performance outcomes.
- Accountable for the development and financial management of the designated cost centre(s) in line with agreed budgetary parameters and performance targets.
- Be responsible for the availability of supplies that are appropriate for the needs of the unit in line with the budget framework.

- Ensures equipment is available to meet the patient needs
- Manages staff recruitment and retention strategies for the assigned work unit in accordance with Eastern Health policies and professional standards. Ensures work practices are in accordance with industrial agreements (EBA) including, but not limited to, staff skill mix within the unit matched to clinical need.

Leading in Learning

- Ensures that all nursing practice within the designated Unit is within the philosophy, intent, and standards prescribed by Australian Nursing and Midwifery Board (NMBA) and Eastern Health policy, standards and guidelines
- Ensures all nursing / midwifery staff practice in accordance with the philosophy, intent and standards prescribed by Australian Nursing and Midwifery Council (ANMAC) Code of Ethics for Nurses in Australia, Code of Professional Conduct for Nurses in Australia including appropriate levels of supervision and delegation.
- Acts as the unit nursing/midwifery clinical lead, providing support and education to team members, mentors overseeing inexperienced team members, and drives a culture of professional development within all levels of nurses / midwives within the unit.
- Ensures all nursing / midwifery staff in their unit (plus other staff within their remit) have active performance development plans that are reviewed annually. Ensures that all clinical staff are measured against and comply with the specific competencies and professional standards
- Ensures staff compliance with mandatory training requirements specified by Eastern Health in appropriate time frames reporting to their line manager
- Facilitates and participates in the delivery of models of education to Unit staff (including those undertaking undergraduate and post graduate education).
- Ensures the capability of self and unit/department staff in areas such as the incident management system, policy management system and risk management system
- Holds accountability for maintaining and monitoring the unit in regard to Accreditation Standards
- Ensures that all nurses/midwives are able to access appropriate professional and clinical supervision.

Leading in research and innovation

- Promotes research and critical analysis to ensure service and nursing/midwifery practice benchmarks are achieved.
- Ensures patient access and flow strategies meet community and organisation expectations. Works with, and makes recommendations to the relevant stakeholders to facilitate service/system improvements.
- Understands the system of providing care facilitates and manages linkages with external partners in care across the patient journey to minimise risk, duplication of service and service delivery delays.
- Ensures systems and processes are in place for patients and families (however titled) have the opportunity to be involved in their care.
- Ensures consumer feedback is received in an environment of willingness to improve and demonstrates the level of customer service expected.
- Lead organisational strategies as applicable to the area of responsibility of the N/MUM.

A Values-Based, Safe Workplace

- Eastern Health is committed to provide and maintain a working environment for all staff that is safe and without risk to health.
- Required to take care of their own health and safety and the health and safety of any other person who may be affected by your acts or omissions at the workplace.
- Recognise and alleviate potential risk which may jeopardize your health, safety and wellbeing.
- Understand responsibilities and accountabilities to yourself and others in accordance with OH&S legislation and Eastern Health policies and promote a working environment that is congruent with these guidelines.
- Identifies and reports all clinical and OHS incidents and near misses, in particular those related to Occupational Violence, Manual Handling and Slips, trips and falls.
- Required to comply with all state legislative requirements in respect to the Occupational Health and

Safety Act 2004 and the Workplace Injury Rehabilitation and Compensations (WIRC) Act 2013.

- Implements harm minimisation strategies for at-risk individuals.
- Treats all employees of the organisation with respect and dignity and without discrimination or harassment.

KEY SELECTION CRITERIA

Qualifications:

Essential:

- Registration with the Nursing and Midwifery Board of Australian (NMBA) via AHPRA

Desirable:

- Post Graduate qualifications relevant to the position and/or leadership and management
- Research, publication and public presentation skills

Experience:

- Has reached a level of proficiency in a relevant clinical/service field
- Previous experience in a similar role or at senior management level e.g. AN/MUM or equivalents

Knowledge and Skills:

- Understanding and commitment to professional standards, codes and behaviours as legislated through the Health Act, Nursing Midwifery Board of Australia, other relevant professional bodies and Eastern Health Policy, Standards and Practice Guidelines.
- Awareness and understanding of National Standards and Accreditation Standards.
- High level communication, written and verbal, with demonstrated high level of inter personal skills with consumers, their families and all health care professionals.
- Commitment to ongoing professional development

Personal Attributes:

- Exhibit behaviour which reflects the Eastern Health values and NMBA Codes and Standards.
- Promote and contribute to a supportive and engaged team environment.
- Committed to providing a safe environment for all.

VALUES

Eastern Health Values

These values represent and describe the very heart of our organisation and what we stand for – all employees are required to abide by the Eastern Health Values: **Patients First**

- ✓ Kindness
- ✓ Respect
- ✓ Excellence
- ✓ Agility
- ✓ Humility

Prior to accepting any offer of employment, prospective employees will be required to undertake a National Criminal Check.

Attachments:

- Attachment 1 – Key Result Areas /Key Performance Indicators
- Attachment 2 – EH Nursing & Midwifery Domains of Practice Professional Framework

Statements included in this position description are intended to reflect in general the duties and responsibilities of this position and are not to be interpreted as being all-inclusive.

Prior to accepting any offer of employment, prospective employees will be required to read and commit to the Eastern Health Code of Conduct, including (but not limited to) issues of Occupational Health and Safety, Equal Opportunity and Confidentiality.

PRIVACY AND CONFIDENTIALITY

Eastern Health and its staff are required by law to comply with their privacy obligations outlined in the Australian Privacy Principles and Health Privacy Principles contained respectively in the:

- Privacy and Data Protection Act 2014 (Vic)
- Health Records Act 2001 (Vic);
- section 141 of the Health Services Act 1988 (Vic);
- section 346 of the Mental Health Act 2014 (Vic); and the
- Charter of Human Rights and Responsibilities Act 2006 (Vic).

Additional obligations relating to privacy are found in various other Acts, such as mandatory disclosure requirements relating to child abuse in the Children, Youth and Families Act 2005 (Vic) and the Crimes Act 1958 (Vic).

Any information obtained in the course of employment is confidential and should not be accessed, used or shared for any purpose other than the performance of the duties for which the person was employed.

I confirm I have read, understood and accepted the Position Description and associated attachments.

Employee Name:

Employee Signature:

_____ Date: _____

ATTACHMENT 1

Key Result Areas /Key Performance Indicators

The N/MUM is required to ensure service delivery within in the unit aligns with the EH Clinical Framework, and the Domains of Nursing/Midwife Practice as set by the NMBA. The N/MUM is accountable for achieving and monitoring Key Performance Indicators (KPI's) and improvement strategies that identify trends in clinical care and management variances.

These include but are not limited to

Healthcare excellence:

- Nursing Staff compliance with the Legislated NMBA Scope and Domains of Practice
- Staff access and comply with the Policy Management System
- Indicators specific to the care delivery of the unit
- Implementation and monitoring of the Great Care Everywhere initiative (e.g. Productive Ward Program) relevant to that unit.
- Maintenance of Accreditation standards within the operations of Unit.
- Escalation of issues through the appropriate operational or professional governance framework
- Meet Eastern Health (EH) access, activity and target indicators as defined by KPI Scorecard
- Review and respond to complaints and compliments within identified timeframes
- Program specific indicators
- Equipment stocks meet the requirements of the unit.
- Achieve budget target and manage variance in areas off salaries and wages, and non-salaried costs.
- Eliminate use of Agency staff.
- Maintain activity actual against target
- 100% of rosters are submitted as per EBA requirement and Eastern Health Guidelines
- Established network and referral lines to other service departments and external providers.

Leading in Learning:

- 100% Staff feedback & professional development plans completed Annual leave/ADO % of unit EFT achieved as per scorecard
- 100% compliance with annual and unit specific competencies
- 100% compliance with professional registration requirements

Leading in research and innovation:

- Completion of audit requirements in line with Eastern Health Policy, Standards and Practice Guidelines
- Progress of Operational Improvement Plans
- Effective management of Eastern Health initiatives

A values-based, safe workplace:

- Undertake and implement required actions of Occupational Health & Safety Audit
- Managed Sick leave as the designated % of ward EFT as per scorecard
- Manage Category 4 & 5 annual leave plans and all staff with leave plans in place.
- Recruitment to, and maintenance of establishment EFT
- Staff mix and skill mix within the unit to meet Program requirements and patient/client acuity levels and EBA requirements
- Incidents are reviewed within identified time frames and actions implemented
- Staff understand and comply with the Incident Reporting & Risk Management systems
- Management of Falls strategy and compliance
- Management of Pressure injuries
- Management of Medication errors
- Management of Infection rates
- Infection control audit results
- Lead the reduction in the use of restrictive interventions in their unit (e.g. mechanical restraint)

ATTACHMENT 2 – NURSING & MIDWIFERY DOMAINS OF PRACTICE

The **Nursing Midwifery Domains of Practice** resource has been developed by the Eastern Health Nursing Midwifery Executive using the domains of nursing as identified by Ackerman et al. (1996)(1) and the National Common Health Capability Resource (2013). Its aim is to support the individual clinician by promoting common behaviours and skills which comprise and represent the complex role of nursing and midwifery.

There are five domains of practice which are considered integral components of the role of all Eastern Health nurses and midwives; comprehensive patient care, support of systems, education, research and professional leadership. (See summary at Table 2)

Recognising that the level of skills acquisition will be dependent on nurses and midwives' specific roles and experience, the domains have been referenced to the 'novice to expert' skills acquisition model first developed by Dreyfus(2) and adapted for nursing by Benner.(3)

Behaviours are specified at five different levels, and reflect an increasing degree of autonomy, complexity, awareness and activity being performed.

Table 1: Summary of Behaviour Levels

Novice	Advanced Beginner	Competent	Proficient	Expert
Works within a known and stable context , consulting when abnormalities arise before taking action	Works within a known and stable context , consulting when abnormalities arise	Acts independently in routine situations within scope, and responds to known dilemmas	Acts independently in complex situations within scope, and responds to unknown dilemmas	Provide vision and direction and shape and implement strategies and initiatives that enable others to perform as required

Levels do not equate to roles or hierarchy within the workforce. Instead, the levels reflect what level of behavioural skill is required to achieve the desired care goals or outcomes in a given situation. Levels should be treated as cumulative, meaning that behavioural indicators at subsequent levels in the scale should be read in conjunction with the behaviours specified at any lower level.

Some levels may serve as an aspirational standard in some instances, rather than accurately reflecting behaviours of current practice. Where a gap exists between current and future practice behavioural skill requirements, there should be aspiration to meet the standard specified to enhance or effectively meet individual and community health needs.

Table 2: Domains of Practice

Domains of Practice				
Direct comprehensive care	Support of systems	Education	Research	Professional leadership
<ul style="list-style-type: none"> • Patient history • Patient assessment • Perform and deliver care • Monitor & Evaluate Care 	<ul style="list-style-type: none"> • Planning for the Future • Safety and Quality • Recruitment & Retention 	<ul style="list-style-type: none"> • Education of patients & families, relationship building • Own professional education • Professional education of others 	<ul style="list-style-type: none"> • Knowledge of research evidence relevant to area of practice • Involvement and dissemination of research 	<ul style="list-style-type: none"> • Professional conduct • Accountability