

POSITION DESCRIPTION

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| Position Title | Nurse Unit Manager – Hillside | | |
| Division | Nursing | Unit | Hillside |
| Campus | Leongatha | | |
| Classification | YZ11 – YZ12 | | |
| Award | Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2016-2020 | | |
| Reports To | Director of Nursing Korumburra | | |
| Position Approved By | Director of Nursing Korumburra | | |

Position Outline:

The Nurse Unit Manager is pivotal to an intra-disciplinary management approach based on an understanding of the processes and systems involved in the provision of patient care. The Nurse Unit Manager has a strong leadership role, exhibiting a keen understanding of the dynamic nature of the health sector and of clinical governance, an ability to instigate change, delegate responsibilities, encourage professional development and enhance the quality of nursing and midwifery practice.

As an integral member of the multidisciplinary team, the NUM works to provide the efficient and effective delivery of professional nursing care to patients in accordance with regulatory requirements.

This objective is achieved by adhering to the following core principles;

- Maintaining professional nursing care for patients and clients;
- Respecting client rights in cooperation with the client, their representatives and other health professionals;
- Ensuring care is provided in accordance with GSHS policies and procedures;
- Ensuring practice is conducted in a way that supports the Occupational Health and Safety principles of GSHS; and
- Providing effective leadership, supervision and clinical support to other care workers.

Working with a diverse range of people, you are required to uphold GSHS values and ensure our patients and families are treated with respect and professional care.

Divisional Context:

The Nursing Division at GSHS is a dynamic team of nurses, personal care attendants, hotel and domestic workers, administrative staff, managers and a variety of key medical practitioners who provide a broad range of acute and nursing-based services to the South Gippsland Shire, including:

Inpatient care
Specialist Nursing Services
Theatre
Infection Control

Residential Aged Care
Clinical Support Services
Hospitality Services
Staff Education and Development

Health Service Context:

GSHS is a major provider of healthcare in the South Gippsland Shire. GSHS offers a broad range of services that meet the needs of a diverse and sparsely populated area with many small rural communities. With two main acute facilities based at Leongatha and Korumburra, GSHS offers a broad range of specialist, general, acute, subacute, ambulatory, residential aged care and community services.

Although GSHS is made up of a number of sites, they all operate as part of the one organisation and therefore the service profile is informed by the geographical nature of the diverse communities as well as the strategic imperatives of the Department of Health & Human Services.

Vision, Mission and Values:

The Values are detailed in GSHS' Employee Charter and form part of your terms and conditions of Employment as does the Code of Conduct for Victorian Public Sector Employees. GSHS expects all employees to behave in accordance with these requirements at all times whilst employed by the organisation.

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|---------------------------------|--|
| Vision | Mission |
| <i>Excellence in Healthcare</i> | <i>Building a Healthier Community Together</i> |

| Gippsland Southern Health Service - Values and Behaviours | | |
|--|---|---|
| Value | Above the Line Behaviour | Below the Line Behaviour |
| Excellence | <ul style="list-style-type: none"> • Continuous Improvement • Evidence Based Practise • Consistency of Practice • Innovative Practice • High Standards | <ul style="list-style-type: none"> • Unwilling to Improve • Lack of Innovation • Non-Adherence • Inconsistency • Acceptance |
| Individuality | <ul style="list-style-type: none"> • Be Tolerant • Acknowledge Rights • Personalise • Support Individuals • Practice Self Care | <ul style="list-style-type: none"> • Lack of Respect • Discriminating • Being Inconsiderate • Being Judgemental • Being Dismissive |
| Collaboration | <ul style="list-style-type: none"> • Value Teamwork • Involve Others • Actively Listen • Ask and Offer Solutions • Support Decisions and Change | <ul style="list-style-type: none"> • Poor Communication • Criticising Others • Being Negative • Not Open • Withholding Information |
| Accountability | <ul style="list-style-type: none"> • Take Responsibility • Set Clear Expectations • Manage Performance • Results Focused • Ethically Bound | <ul style="list-style-type: none"> • Blaming Others • Unethical Behaviour • Underperforming • Unreliable • Shirking Responsibility |
| Respect | <ul style="list-style-type: none"> • Respect People • Respect Privacy • Respect Property • Respect Views • Be courteous | <ul style="list-style-type: none"> • Being Rude • Being Negative • Being Disrespectful • Being unhelpful • Disrespecting Property |
| Empowerment | <ul style="list-style-type: none"> • Take Initiative • Actively Participate • Ask Questions • Clarify Expectations • Empower Others | <ul style="list-style-type: none"> • Authoritarian • Discrimination • Blaming Others • Not Sharing • Stifling Development |

Key Responsibilities

Service Delivery

1. Ensure the effective Supervision and mentoring of staff in the delivery of a high standard of direct patient care through assessment, planning, implementation and evaluation of outcomes.
2. Monitors the impact of nursing care and maintains ongoing communication with the General Practitioner regarding the health and functional status of individuals
3. Participates in interdisciplinary assessment and service delivery planning process consistently supporting care coordination across the care settings
4. Manages the day to day operation of the Unit including patient flow and waiting lists.
5. Ensures that all patients' specialised needs are identified and met by appropriately skilled staff.
6. Monitors delivery of direct and indirect care to patients for compliance with evidence based best practice, ensuring patient centred care is practiced at all times.
7. Accesses other health professionals/services as required to meet patients' needs.
8. Consistently evaluates the service and responds pro-actively to future needs and demands.
9. Maintains responsibility for accurate and complete nursing documentation concerning patient care ensuring confidentiality of information.
10. Ensure that health education is provided for patients as required.
11. Ensure the prescription, dispensing, administering and management of medications according to GSHS medication policies, procedures and guidelines; and within professional requirements.
12. Ensure the prevention and management of pressure injuries according to GSHS Pressure Injury Prevention policy and procedures.
13. Ensure the prevention and management of falls according to GSHS Falls and Falls Injury Prevention policy and procedures.
14. Ensure self and staff within the Unit comply with infection control policies and procedures to minimise exposure for self, staff, patients and visitors.

Human Resource Management

1. Maintains timely and efficient rosters for staff and plans and approves leave, taking into consideration fatigue management, work/life balance and ensuring that relevant industrial conditions and hospital policies are adhered to at all times.
2. Develop and maintain effective open lines of communication with team members conducting regular meetings with staff.
3. Ensures a comprehensive orientation program for the Unit
4. Proactively manage recruitment and retention in line with agreed budget parameters, having consideration for appropriate skill mix and patient safety and care.
5. Manage staff performance through provision of feedback (both formal and informal), the formal performance review and engaging performance management processes, ensuring timely investigation and resolution of inappropriate behaviour, incidents and complaints by staff.
6. Ensure all staff are treated with respect, dignity and courtesy in an environment that is free from harassment and discrimination.
7. Ensure self and staff within the Unit comply with GSHS Employee Charter, the VPS Code of Conduct and any professional codes and standards that apply.
8. Manages staff payroll through Kronos approvals.

Organisational

1. Work within the "Delegations of Authority" consistent with the role.
2. Accept accountability for own actions and seek guidance from an appropriate senior leader when limited by own level of expertise.
3. Ensure the disposal of waste according to GSHS Waste Management Policy.
4. Function in accordance with GSHS policies and procedures and relevant legislation, conducting practice within a professional and ethical framework to deliver care that protects the rights of individuals and groups.
5. Responsible for the safe management of equipment – this includes using equipment within standard operating guidelines, reporting of malfunctioning and/or faulty equipment, conducting appropriate preventative maintenance and not using unsafe equipment.

Organisational

6. Responsible for Emergency Management within the Unit in accordance with GSHS Emergency Response Procedures. This includes ensuring relevant staff are trained and ready to respond to Emergency situations as relevant, i.e. Code Blue, Code Grey, Code Black, Code Purple, Code Yellow, Code Orange and Code Red.
7. Participate in Committees to further develop nursing practice at GSHS

Training and Development

The Nurse Unit Manager as clinician has extensive teaching/mentoring/enhancing role, which encompasses all health professionals involved in a patient's care as well as the patient and their families. As an expert clinician, the Nurse Unit Manager establishes the standards of nursing or midwifery practice and ensures optimal patient care.

The Nurse Unit Manager requires an excellent understanding of current trends, research and policies and utilises this knowledge to promote and encourage professional development and to develop effective networks across the multi-disciplinary team.

1. Completes annual mandatory training requirements as per organisational policies.
2. Recognises the need for ongoing commitment to personal and professional development.
3. Maintains a level of competency required for the position.
4. Ensures direct staff has completed mandatory training requirements.
5. Ensures self and staff within the unit are trained and apply procedures associated with the hospital's response to Family Violence.
6. Develop and maintain a program of professional development for self and staff within the Unit.
7. Actively participate in own performance review in accordance with GSHS policy and procedures.

Occupational Health and Safety

1. Ensures compliance with Occupational Health and Safety and Workcover legislation and regulations.
2. Carries out duties in a manner which does not adversely affect their own health and safety or that of others.
3. Implements and maintains measures introduced in the interest of health and safety, ensuring all staff within the unit are educated in such measures and comply with them.
4. Investigate all reported incidents, near misses or injuries, identifying causal factors and implementing corrective action and complying with reporting requirements, including feedback to staff
5. Ensures self and staff within the unit correctly use any information, training, personal protective equipment and safety equipment.
6. Refrain from recklessly or wilfully interfering with anything that has been provided for health and safety reasons; appropriately manage staff to comply with same.
7. Ensure all relevant staff receive training in and comply with GSHS' No Lift Policy
8. Is familiar with and can enact Critical Incident Response

Quality

1. Responsible for ensuring the Unit's compliance with the relevant quality standards, including the ongoing review and monitoring/auditing of systems and procedures to ensure they align with the relevant quality standards.
2. Lead an ongoing review of service delivery to identify opportunities for Continuous Quality Improvement.
3. Promote, practice and comply with all GSHS policies and procedures and familiarise with policies and procedures relevant to the position.
4. Actively participate in the maintenance of relevant policies and procedures to ensure best practise.
5. Promotes a quality culture within the organisation highlighting the values of customer service

Information / Communication

1. Liaises and communicates with all departments and employees.
2. Maintains appropriate communication channels
3. Completes documentation (as required by the position).
4. Maintains accurate records, statistics and reports, as required.
5. Ensures compliance with the organisations Health Information Management system at the level required to fulfil the role.
6. Regular monitoring of clinical and non-clinical documentation to ensure compliance with applicable legal and regulatory bodies
7. Ensure client files are maintained according to the policies and procedures of GSHS

Financial Management

1. Identifies productivity and efficiencies savings within department.
2. Manages payroll costs within set budget parameters
3. Consider the costs and budget implications in relation to work practices and consumables related to patient care.
4. Prepares annual budget for department in conjunction with relevant Executive and Finance Department
5. Monitors actual performance to budget and provides feedback to divisional head on variance and corrective action

Risk Management

Responsible for effective risk management within area of influence, including:

- adhering to organisation risk management policies and procedures;
- assists in fostering a risk aware culture and
- Implements risk management within their respective areas and where there are intersections with other areas and/or agencies.
- Ensures risks are identified, treated, monitored, reported, escalated and closed in line with organisational procedures.
- Ensures that risk mitigation or control activities in their area of responsibility are implemented.
- Ensures their staff members are aware of expectations in relation to risk management.
- Identifies new and emerging risks
- Contribute feedback to risk management review processes

Qualifications, Technical Skills & Experience:

Essential

- Current Registered Nurse with Australian Health Practitioners Regulation Agency
- Post graduate qualifications in Aged Care Management
- Working knowledge of Aged Care Standards
- Working knowledge of Residential Classification Scale and Aged Care Funding Instrument
- Current (less than 12 months upon commencement and 3 years thereafter) National Police Records Check
- Demonstrated effectiveness as a Nurse Unit Manager with the ability to lead and manage change in a team environment
- Sound clinical skills and demonstrated application of best practice, contemporary nursing practice
- Minimum of five years' experience post-graduation, with a minimum 2 years at a Senior Nursing level.
- Current competency in defibrillation, ALS or equivalent

Desirable

- Proficient in using computerised systems
- High level of communication and interpersonal skills
- Demonstrated knowledge and understanding of quality systems and Health Services accreditations
- Ability to implement management principles and cost effective resource management to a multidisciplinary team.

Nursing Capabilities

Mapped to the Nursing and Midwifery Board of Australia Standards for Practice for the Registered Nurse.

Standard 1: Thinks critically and analyses nursing practice

Standard 2: Engages in therapeutic and professional relationships

Standard 3: Maintains the capability for practice

Standard 4: Comprehensively conducts assessments

Standard 5: Develops a plan for nursing practice

Standard 6: Provides safe, appropriate and responsive quality nursing Practice

Standard 7: Evaluates outcomes to inform nursing practice

Leadership Capabilities

Managers are responsible for ensuring their team achieve and maintain agreed standards of work performance, by:

- lead by example through their individual performance and behaviour, providing staff with clear guidance and direction;
- provide coaching and support development and continuous improvement at a team and individual level;
- Undertaking performance reviews in accordance with GSHS policy, ensuring individual performance to the required standard outlined in the job description; giving constructive feedback on a regular basis outside the formal performance review process;
- support staff through organisational change;
- aim to resolve issues promptly and effectively, in accordance with GSHS Staff Grievance Resolution Protocol;
- Ensure adequate staffing to deliver required services at all times, taking into account required skill mix to ensure patient/resident/client safety; undertake recruitment activities to maintain staffing at required levels
- Communicate GSHS' Mission, Vision and Values in a manner that ensures all staff know what is expected of them; translate these into Departmental goals that are widely communicated and understood by staff, ensuring they are clear in their role;
- Provide leadership to your team, making decisions that are in the best interests of both the organisation and your staff;
- Maintaining an efficient work flow, ensuring good working relationships with staff and working with them to identify and improve any inefficiencies in the work area

Managers are responsible for implementing and maintaining GSHS' Evidence Based Leadership Program, including but not limited to:

- Accountability Framework – setting, monitoring and achieving annual goals, 90-day plans and “must-have” leadership behaviours, tracked through the validation matrix
- Connecting – collecting and analysing feedback, using the information to recognise and reward and/or take corrective action, ensuring staff have everything they need to do their job; communicating these results through Traffic Light Reports and Communication Boards
- Communication – using AIDET and other communication techniques as one means to improve outcomes for patients
- Any other evidence-based strategies and tactics employed by the organisation to achieve “*Excellence in Healthcare*”

Person Centred Care

Person Centred Care (PCC) is a philosophical approach to how we provide care to patients and interact with other customers, including colleagues. PCC is based on the principles of respect, value of the individual, and the need to deliver service in an environment that supports peoples' physical, emotional, social and psychological needs. PCC is underpinned by a culture of collaboration and partnership and all staff are required to adhere to these principles.

Values & Conduct

Managers are responsible for ensuring staff comply with GSHS Employee Charter and where required, take any necessary action to address “below the line” behaviour. Managers will ensure “above the line” behaviours are appropriately recognised and rewarded. We expect that all staff will embrace GSHS' Employee Charter and demonstrate these in their daily work.

GSHS operates under the Code of Conduct for Public Sector Employees. This Code of Conduct, together with any professional Code of Conduct relevant to the role being performed, form part of each employee's conditions of employment and it is expected that all staff will familiarise themselves and comply with this Code of Conduct and those relevant to the role they perform at GSHS.

Performance Management

It is a condition of employment that staff participate in the performance review program in accordance with the parameters set out in GSHS policy and procedures.

Clinical Supervision

GSHS' participates in programs designed to provide students with on-the-job training whilst being supervised by an appropriately skilled person. All staff of GSHS are required to provide such supervision from time-to-time.

Registered Health Professionals are required as part of their status as registered Health Professionals to provide clinical supervision from time to time, whether recognised as part of their job responsibilities or not. GSHS expects that the highest standards of best practice will be applied at all times where staff are required to provide clinical supervision to either staff or students.

Privacy & Confidentiality

All GSHS Employees are required to comply with the provisions of the Privacy & Confidentiality Policy and any legislative requirements detailed in the Federal Privacy Act, 1988, the Health Records Act 2001, Section 141 of the Health Services Act Victoria, 1988 and the Freedom of Information (Amendment) Act, Victoria 1999

Additional Requirements:

To ensure a healthy and safe environment for everyone, smoking is not permitted on GSHS grounds, buildings or vehicles.

This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Any elements of this document may be changed at GSHS' discretion and activities may be added, removed or amended at any time.

Sign-off to verify agreement with this Position Description:

| | | | |
|------------------|--|-------------|--|
| Incumbent | | Date | |
| Manager | | Date | |