

Position Title: Nurse Unit Manager – Emergency Department

Campus: Horsham

Directorate: Hospitals

Department: Emergency Department

Reporting to: *Direct:* Director of Emergency and Critical Care Services
Indirect: Chief Nurse and Midwifery Officer
 Horsham Site Director / Director of Nursing

Direct Reports: Associate Nurse Unit Managers
 ED-H Nursing Team
 ICU-H Non-clinical/Administration Support Team

Appointment Terms/Conditions:

Classification and Code: NM10 – NM12

Enterprise Agreement: Nurses & Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2024-2028

ORGANISATIONAL INFORMATION

Grampians Health was established on 1 November 2021, bringing together Edenhope and District Memorial Hospital, Stawell Regional Health, Wimmera Health Care Group and Ballarat Health Services as one united health service. More information can be found at www.grampianshealth.org.au

Our purpose is to provide high quality and accessible health care services in each of the communities we serve. We currently service the healthcare needs of more than 250,000 Victorians and we employ more than 6,300 people across 21 campuses and sites with an annual operating revenue of over \$700m.

Collaboration	Compassion	Accountability	Respect	Innovation
<i>We are stronger together.</i>	<i>We show that we care.</i>	<i>We do what we say and say what we do.</i>	<i>We appreciate and value all people.</i>	<i>We adapt and innovate to achieve best outcomes.</i>
Recognising and utilising strengths to share knowledge, solve problems, build relationships and deliver the best outcomes possible.	All people deserve to be treated with compassion, kindness and empathy.	Openness, honesty and transparency support us to be courageous, take responsibility for our actions and follow through on our commitments	Our actions and words reflect our commitment to a safe and fair health service for all.	Every day, we apply expertise and integrity to make responsible choices, always striving for continuous improvement.

POSITION PURPOSE

The Nurse Unit Manager:

- Will be employed to work in the hospital's directorate, at the nursing clinical and operational lead of the Emergency Department - Horsham
- Works collaboratively with the multidisciplinary team to facilitate and foster the provision of best practice standards of nurse care and service delivery that meet the needs of the patients, their families and carers
- Provides management, leadership and professional expertise to nursing and support staff working in the Emergency Department - Horsham
- Has direct responsibility and accountability for the daily operational management of the Emergency Department - Horsham
- Displays strong leadership and communication skills to promote multidisciplinary engagement and team building
- Plans for and manages an environment that is conducive to person centred care which fosters a culture of consumer partnership and engagement
- Provides direction and consultation with unit based education and training and works collaboratively with key stakeholders to facilitate clinical skills acquisition and performance assessment
- Facilitates the development of clinical and management skills in all staff placed under their responsibility
- Leads and directs the quality, safety and risk management program for the Emergency Department - Horsham
- Ensures professional affiliation and networks are established with both regional and metropolitan tertiary hospitals and specialty nursing professional bodies
- Actively participates as a member of the Nursing Leadership Team
- Deputises the Director of Emergency and Critical Care Services and for Nursing Directors where the opportunity exists or need arises for the designated service

KEY ACCOUNTABILITIES

Achieving Results, Innovation and Driving Change to Deliver High Quality Patient Care

- Creates a team environment which promotes engagement, a positive workplace culture, opportunity for learning and development and safety and welfare of employees
- Fosters innovation in practice that contributes to a high level of satisfaction for staff working in the Emergency Department - Horsham
- Continuously reviews and evaluates the delivery of best practice, evidence based clinical care
- Communicates a positive vision for change and supports the team through the change process
- Facilitates nursing staff input into decisions affecting clinical practice and workflow within the Emergency Department - Horsham
- Supports nursing research, publication of work and public presentation within the clinical, national and international healthcare community
- Participates in relevant service, directorate and organisational committee processes, attends meetings, prepares and submits reports as required

Key Performance Measures

- 100% completion of annual local, directorate and organisational audit schedule and the production of action plans to address areas of non-compliance
- Facilitates monthly team meetings using the organisational template with action items and timeframes indicated, using this as a forum for engagement, information exchange and practice improvement
- Demonstrates 100% compliance with review of relevant governance documents and evidence that no documents are out of date

- Is a member of at least one directorate, organisational or governance committee, attends 80% of meetings and reports back through the most appropriate channel for the specific committee

Business and Financial Acumen

- Accountable to manage the preparation, monitoring, delivery and evaluation of the designated budget in partnership with the Director of Emergency and Critical Care Services and the Finance Department
- Ensures Key Performance Indicators and revenue targets for the specific facility are met
- Engages staff in the budget build framework and explains financial implications of business to staff
- Coaches and mentors Associate Nurse Unit Managers to enable their capability to manage the designated budget and reporting requirements when the Nurse Unit Manager is on leave
- Identifies cost effective and efficient approaches to managing resources
- Develops business proposals based on service review, identified need and risk analysis using local, service and financial data
- Attends and actively participates in the required financial management meetings applicable to the services
- Works within the 'Delegations of Authority' consistent with the role

Key Performance Measures

- Participates in the annual budget build framework
- Operates at appointable FTE and within the agreed targets for leave liability and casual staff usage
- Demonstrates evidence of financial management knowledge and skills of the Associate Nurse Unit Managers
- Demonstrates evidence of efficient and effective cost containment initiatives at the local level
- Develops rosters that are aligned with FTE budget to ensure safe quality care is delivered, matched with the appropriate utilisation of staff skills and knowledge
- Demonstrates an understanding of the impact of financial decisions on the broader organisation
- Ensures funding claims are lodged in a timely manner and reviewed regularly if applicable

Critical Thinking and Decision Making

- Displays an ability to analyse situations and make appropriate decisions in a timely manner to ensure the needs of patients, staff and organisation are met
- Consults widely and takes into consideration the opinions and perspectives of staff and relevant key stakeholders before making decision
- Addresses critical factors when making complex decisions
- Gathers sufficient information to make informed decisions

Key Performance Measures

- Demonstrates the ability to make complex decisions within a mutually agreed timeframe
- Demonstrates evidence that all relevant stakeholders are engaged and consulted in decision making processes
- Demonstrates evidence that appropriate information, including financial data, service or organisational targets, is sourced and analysed when making complex decisions

Interpersonal Communication, Influence and Leadership

- Communicates information and expectations clearly and concisely and in a way that builds effective and collaborative working relationships with all key stakeholders
- Effectively deals with challenging behaviours and the resolution of conflict within Emergency Department - Horsham

- Ensures information is available to all staff by utilising a wide range and appropriate modes of communication
- Demonstrates leadership in situations demanding action
- Always maintains a professional demeanour and serves as a role model for all staff
- Creates a climate where self-development and improvement is valued
- Undertakes not to reveal to any person or entity, confidential information relating to patients and employees, policies, processes and dealing and not to make public statements relating to the affairs of Grampians Health without prior authority of the Chief Executive Officer

Key Performance Measures

- Acts as a senior leader demonstrating and modelling exemplary professional conduct and behaviour in accordance with Grampians Health Values
- Observation of conduct and daily interactions with all staff demonstrate Grampians Health values are upheld
- Seeks input from others to ensure correct understanding of the message and reframes messages as needed
- Demonstrates integrity by building trust and mutual respect between self, colleagues and stakeholders
- Demonstrates evidence that knowledge and information is communicated and shared with the team

Managing Performance

- Provides expert clinical knowledge and direction to ensure that clinical standards, policies and procedures promote a patient's centred model of care
- Works collaboratively with staff to clearly communicate and establish behavioural expectations
- Provides performance feedback, coaching and guidance when needed in accordance with the performance management framework
- Ensures all direct reports complete an annual performance review and professional development plan in accordance with Grampians Health Staff Development Program
- Provides staff with professional development opportunities for education and up-skilling
- Ensures staff have the clinical expertise and competence to recognise and respond to clinical deterioration and utilise the Clinical Escalation Policy to escalate clinical care issues and concerns
- Responsible for human resource requirements at a unit level including recruitment and selection, daily staffing, rostering, leave management and attendance management
- Implements strategies to retain staff including positive recognition, comprehensive orientation, building a cohesive team culture, coaching and mentoring
- Consults with the Director of Nursing regarding all professional nursing practice issues

Key Performance Measures

- Direct reports have a current Grampians Health Performance Review and Development Plan, achieving 100% annual compliance target
- Intervenes appropriately if values and behaviours are breached in the workplace
- Provides timely performance feedback, coaching, mentoring and guidance as needed
- Actively promotes and fosters high performance by identifying new professional and learning challenges for staff

Planning and Priority Setting

- Ensures a high level of work quality, inclusive of development, implementation and evaluation of quality improvement activities within the Emergency Department

- Works collaboratively with all services and departments to develop the systems and processes required to support the organisations strategic direction
- Ensures the delivery of safe and affordable care through leading daily operational management of activity and resources
- Communicates daily patient flow and access issues to the Bed Flow Manager / After Hours Coordinator
- Manages effective discharge planning in partnership with the multidisciplinary team and ongoing service providers
- Identifies opportunities for process redesign and supports staff in the implementation and evaluation of redesign projects and activities
- Provides leadership and local knowledge for the use of Information Communications Technology that will support and enhance nursing business and the delivery of quality patient care
- Uses clinical information systems and application of data to inform decision making and the professional development of the nursing team
- Facilitates and takes a lead role in the Directorate and organisational projects
- Actively participates in Directorate and organisational interdisciplinary committees and working groups, attends meetings, prepares and submits reports as required and acts as a conduit for communication to staff

Key Performance Measures

- Analyses the environment and gathers information from numerous sources to make informed decisions in a timely manner that meets the needs of consumers, staff and the organisation
- Demonstrates a proactive and informed approach when establishing priorities for the unit ensuring these are achievable and deliverable in agreed timeframes
- Demonstrates active participation in committees and projects that contribute to directorate and organisational objectives and strategic direction and disseminates outcomes/key issues to staff
- Demonstrates evidence that own time is managed efficiently and effectively in line with the key priorities for the unit

Quality, Safety and Risk Management

- Promotes a safe and healthy workplace and takes all reasonable care for personal safety and the safety of colleagues, patients and their families/carers
- Maintains a good working knowledge and understanding of the National Safety and Quality Health Service Standards and supports staff to implement strategies to achieve compliance with actions
- Identifies areas that require improvement through observation, audits, incidents and staff feedback and implements improvement initiatives accordingly
- Ensures that incident management systems are appropriately applied and a systematic response to local issues and performance improvement occurs
- Maintains good customer relations, investigates complaints in a timely, responsive manner and implements strategies to limit reoccurrence of identified issues
- Is actively involved in matters relating to Occupational Health and Safety and ensures safety standards in the workplace are met
- Supports mandatory and organisational education and training requirements for all staff ensuring 100% annual compliance target is achieved for No Lift Training, Fire and Emergency Management Training and Basic or Advanced Life Support within the required timeframe
- Works collaboratively with the return-to-work coordinator to develop and monitor work plans for staff on work cover
- Participates in emergency incident response activities as defined in the emergency procedures manual and as directed

- Actively participates in the accreditation processes both organisational and service specific and displays clinical leadership throughout accreditation surveys

Key Performance Measures

- Leads the delivery of high-quality service in the Emergency Department
- Proactively reports any systems and safety non-compliance and implements remedial action plans
- Continually seeks ways to improve systems, processes and procedures
- Promotes and ensures a safe and health workplace through regular audits and incident reviews, implementing and evaluating recommendations
- Demonstrates evidence of active involvement in National Standards governance committees and active participation in the health service accreditation process

Self-Management

- Demonstrates a positive attitude to the agreed role and responsibilities of the position
- Maintains and updates own professional development portfolio to demonstrate ongoing commitment to learning and best practice
- Adapts working style as appropriate to achieve effective outcomes
- Invites and assimilates feedback from others by active participation in own performance review

Key Performance Measures

- Reflects on practice in line with Grampians Health and Directorates values and applies these when interacting with others
- Appropriately and effectively articulates professional opinions
- Adopts an emotionally intelligent approach to leadership
- Perceives and understands the emotions of others
- Maintains resilience through stressful situations
- Actively engages in ongoing self-development

KEY SELECTION CRITERIA

Qualifications and experience

- Be eligible for registration as a Registered Nurse Division 1 with the Australian Health Practitioner Regulation Agency (AHPRA) and hold a current practicing certificate
- Post graduate qualifications in Emergency or Critical Care
- Substantial experience in Emergency or Critical Care (5 years minimum), previous experience in a management position and demonstrated leadership ability
- Patient centred approach to evidence-based care delivery
- Ability to implement new models of care, lead and support change and develop a dynamic and cohesive team culture across all disciplines
- Understands the issues and pressures to which the organisation must respond
- Experience with successfully managing multiple stakeholders at all levels and forging partnerships across Grampians Health
- Broad knowledge base of professional, legal and ethical requirements of nursing practice
- Commitment to quality improvement, best practice and safety
- Demonstrated experience in managing clinical projects and leading quality improvement initiatives

- Ability to identify opportunities for process redesign and to support/coach staff in the implementation of redesign projects and activities
- Demonstrated working knowledge of the Victorian Public Health Care system, health service operations, funding models and resource allocation
- Competent computer skills

ORGANISATIONAL REQUIREMENTS

- Grampians Health is committed to a consumer centred approach in the provision of health care and services, consistent with our values, purpose and vision. It is expected that team members demonstrate the core values of consumer centred care in every interaction.
- All team members of Grampians Health are responsible for supporting the safety, participation, wellbeing and empowerment of children.
- Quality care is a strategic and operational priority at Grampians Health, achieved through our Governance Framework.
- Participation in the Grampians Health integrated quality improvement and risk management systems by being aware of responsibilities to identify, minimise and manage risks and identifying opportunities for continuous improvement in your workplace through communication and consultation with managers and colleague.
- You must ensure that the affairs of Grampians Health, its patients, clients and staff remain strictly confidential and are not divulged to any third party except where required for clinical reasons or by law. Such confidentiality shall extend to the commercial and financial interests and activities of Grampians Health.
- All team members must adhere to infection control policies and procedures, together with any State and/or Commonwealth Government Covid19 rules, protocols and orders.
- In accordance with current legislation and organisational policy, employees must be willing to undertake and maintain a police check, working with children check and where necessary a NDIS Worker screening check. Ongoing employment will be dependent on the provision of satisfactory checks.

OTHER RELEVANT INFORMATION

- At Grampians Health we recognise and respect diversity. Each person has a right to high-quality health care and opportunities regardless of diversity factors which might include aspects such as cultural, ethnic, linguistic, religious background, gender, sexual orientation, age, and socioeconomic status. Inclusiveness improves our service to our community and promotes engagement amongst Grampians Health employees.
- All Grampians Health employees are required to take reasonable care of their own health and safety in the workplace as well as take reasonable care for the health and safety of others who may be affected their acts or omissions. Persons with delegated management functions have an additional duty to provide and maintain a working environment that is safe and free of risks to health, so far as is reasonably practicable in areas where they have management or control. All employees have a duty to report issues they cannot rectify, follow all existing Grampians Health policies and protocols relating to health, safety, wellbeing and injury management and cooperate with any action taken by Grampians Health to comply with the OHS Act or Regulations.
- 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.
- Management may alter this Position Description if and when the need arises. Any such changes will be made in consultation with the affected employee(s).
- An annual performance review will occur with your Manager. Your performance review is intended to be a positive discussion, outlining the key roles and responsibilities outlined in this Position Description. The performance review discussion provides an opportunity to clarify your role, revise key performance activities and identify any objectives or goals for the year ahead.