

Eastern Health

POSITION DESCRIPTION

Position Title:	Nurse Manager
Agreement Classification:	NM Level 1, 2 or 3
Award / Agreement Name:	Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2024-2028 Victorian Public Mental Health Services Enterprise Agreement 2021-2024
Position Reports to:	Operationally to Deputy Director Operations or Associate Program Director Professionally to the Campus Director of Nursing

EASTERN HEALTH – HEALTHIER TOGETHER

Eastern Health is a leading metropolitan public health service in Melbourne where nurses and midwives are supported to grow and develop within the profession. At Eastern Health, we provide opportunities for nurses and midwives, as valued health care professionals, to achieve the highest level of nursing and midwifery excellence. Eastern Health spans several campuses and provides a comprehensive range of high quality acute, sub-acute, palliative care, mental health, addiction services, residential care, and community health to people and communities that are diverse in culture, age and socio- economic status, population and healthcare needs.

Our teams are invested in creating a friendly and supportive environment that is safe and welcoming, where together we can deliver the best health care experiences and outcomes. Eastern Health provides a safe environment for children and young people who are in our care, abiding by all legislative requirements.



Eastern Health's Promise

Our promise to our communities, patients, consumers and staff is that we will be **HEALTHIER TOGETHER**. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.

Our values are ones in action and are the behaviours that matter most.

- ✓ Respect for all
- ✓ Safe always
- ✓ Partnering in care
- ✓ Learning and improving everyday

Learning from the challenges of the past and looking to the future, we understand that we are building towards a more engaged, more reliable, always safe health service in partnership with our people to improve every day.

POSITION PURPOSE

The Nurse Manager (NM) is responsible for leading the clinical team ensuring effective coordination and efficient management of the designated Department. This is a position of leadership and accountability that aligns with Eastern Health's Clinical Governance and Operational management structure. The NM together with the Associate Nurse Manager (ANM) provide collaborative clinical and professional leadership assisting the delivery of innovative and creative initiatives.

The NM role at Eastern Health is a vital diverse leadership role, integral in supporting nursing to create a safe and welcoming environment for staff, patients and visitors. The NM role is responsible for ensuring patient care is provided in accordance with Eastern Health Standards, Guidelines and best available evidence prioritising staff and patient safety. The NM is a strong advocate for development and maintenance of a sustainable, capable and effective workforce to support delivery of Eastern Health's strategy.

The NM provides guidance and development of the staff with an emphasis on teamwork and collaboration within the Department and holds responsibility to develop and manage within the allocated budget(s) and organisational improvement plan objectives.

The NM is responsible and accountable to the campus Director of Nursing to ensure staff are cognisant of practicing within the required professional Standards, Guidelines, Codes, Behaviours and Legislation mandated through the Nursing and Midwifery Board of Australia, Eastern Health and the Victorian Government.

MAJOR DUTIES AND/OR RESPONSIBILITIES

1. Respect for All

- Ensures nurses (including contracted workforce) treat all patients, clients, residents, visitors and staff in a courteous and non-discriminatory manner with a focus on continually improving the patient experience.
- Demonstrate sensitivity, empathy and respect for the customs, values and spiritual beliefs of others at all times.
- Provides an efficient and customer focussed service and responds to complaints and compliments originating from the Department.
- Ensures all nursing practice within the designated Department is within the philosophy, intent, and standards prescribed by:
 - The Nursing and Midwifery Board of Australia (NMBA)
 - Eastern Health policy, standards and guidelines
 - 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.
- Ensures all nurses are able to access appropriate professional and clinical supervision.
- Promote a culture of optimism, innovation, encouragement, learning and creativity.

2. Safe Always

- Ensures personal and Department compliance with relevant Acts (including the Safe Patient Care Act), Agreements and Eastern Health Directions, Standards, Policies, Practice Guidelines, and EH Staff Code of Conduct.
- Accepts accountability for the outcomes of clinical nursing practices of the Department and addresses practices that are not consistent with agreed standards, practice guidelines and evidenced based practice. Seeks to facilitate, empower and support staff to work to an acceptable practice within the Department, mitigating performance gaps as required.
- Leads and promotes the engagement of nurses in the Eastern Health Nursing and Midwifery Practice Guidelines.
- Ensures all administrative functions are completed within the mandates of the position, including Program/service/campus, Nursing, or other reports / documentation. This includes the management of required resources within the Department.
- Leads investigation of incidents and risks (as appropriate) that present / occur within the Department and provides timely completion of necessary reports against actions to minimise further events or risks.
- Demonstrate financial and environmental stewardship in the availability of supplies that are appropriate for the needs of the Department in line with the budget framework.
- Accountable for the development and financial management of the designated cost centre(s) in line with agreed budgetary parameters and performance targets.
- Ensures processes are established to secure availability of equipment to meet patient and staff needs. This includes the purchase of new equipment and timely repair of existing equipment.
- Manages recruitment and retention strategies for the assigned work Department in alignment with the Eastern Health's Nursing and Midwifery and Mental Health Strategic Workforce Plans, Policies and Professional Standards.
- Ensures work practices are in accordance with Industrial Agreements (EBA) including, but not limited to, staff skill mix within the Department matched to clinical need and minimum staffing numbers as set by the Safe Patient Care Act.
- Ensures the capability of self and Department staff in areas such as the incident, policy and risk management systems.

- Holds accountability for maintaining and monitoring the Departments performance against the National Safety and Quality Health Service Standards or the Aged Care Quality and Safety Accreditation Standards.

3. Partnering in Care

- Coordinates and delivers effective and timely communication with patients, team members, program leads, other Eastern Health departments and the community to guide and achieve optimal patient/ performance outcomes.
- 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 within the allocated Department in line with the organisation's strategic direction.
- Collaboratively works with teams to ensure timely and effective patient flow through the Department and liaises with all relevant departments to ensure patient access, flow and discharge planning initiatives are implemented at the unit level and in compliance with relevant legal and professional standards.
- 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.
- 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 to 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.

4. Learning and Improving Every Day

- Promotes a culture of continuous improvement within the Department by monitoring standards of service and practice and leads the team to ensure interventions are designed and implemented to address areas where variance to the agreed standards exists.
- Oversees and leads initiatives from the improvement programs relevant to the department including Nurse sensitive indicators.
- Actively participates in the development and delivery of the Department Improvement Plan (IIP) (in consultation and collaboration with the Strategy and Improvement team. The IIP will reflect the objectives of the Program/ Service / Professional and Eastern Health Strategic Plan.
- Acts as the Unit nursing 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 within the Unit.
- Provides innovation and is the Department nursing 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 within the Department.
- Ensures all nurses in their Department (and other staff within their remit) have active performance development plans that are reviewed annually. Ensures 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.
- Encourages learning and development within the Department including support of those undertaking formal study (e.g. postgraduate courses).
- 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.
- Lead organisational strategies as applicable to the area of responsibility of the NM and share with nursing team to assist with understanding change.

- Engage and motivate research and critical analysis to ensure service and nursing practice benchmarks are achieved and develop potential capability within staff.

5. Occupational Health and Safety

Eastern Health is committed to provide and maintain a working environment for all staff that is safe and without risk to health. All staff are 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. 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. This includes staff reporting of all clinical and OHS incidents and near misses, in particular those related to Occupational Violence, Manual Handling and Slips, trips and falls.

Staff are required to comply with all state legislative requirements in respect to the Occupational Health and Safety Act 2004 and the Workplace Injury Rehabilitation and Compensation (WIRC) Act 2013.

6. TRAINING AND DEVELOPMENT

Relevant, practical and timely education should direct, facilitate, enhance and support the professional growth and practice of employees in a health environment characterised by change. All programs should endeavour to promote evidence-based practice, a problem-solving approach and to be competency based.

You are expected to participate in the personal development process on an annual basis.

7. QUALITY

As a staff member of Eastern Health staff are required to comply with Eastern Health performance standards and participate in continuous monitoring and improvement as part of your role. You are also required to comply with legislation, professional standards and accreditation standards.

As a staff member employed by Eastern Health services you must have and maintain the appropriate skills and knowledge required to fulfil your role and responsibilities within the organisation. In addition, you must ensure that you practice within the specifications of this position description, and where applicable within the agreed scope of practice.

You are responsible for ensuring safe high-quality care in your work. This will include complying with best practice standards, identifying and reporting any variance to expected standards and minimising the risk of adverse outcomes and patient harm. In addition, you will ensure that service and care is consistent with the EH approach to patient and family centred care.

8. CONFIDENTIALITY

Any information obtained in the course of employment is confidential and should not be used for any purpose other than the performance of the duties for which the person was employed. Staff are bound by the Information Privacy Act 2000 and the Health Records Act 2001.

9. EQUAL EMPLOYMENT OPPORTUNITY

You agree to adhere to the Equal Employment Opportunity policies and practices of the Health Service. Discriminatory practices, including sexual harassment, are unlawful. The Health Service will not tolerate discriminatory behaviour and any such conduct may lead to the invoking of the Disciplinary Policy and Procedure, which may result in termination of employment.

10. PERFORMANCE DEVELOPMENT

A Performance Review, that includes agreed targets, will occur three (3) months from commencement and then annually on the basis of the duties and responsibilities outlined in this position description. This is an opportunity to review personal and the allocated work unit's service performance, facilitated by the setting of objectives/goals and ongoing evaluation of performance and achievement. Objectives will be developed annually, documented, discussed and agreed with the immediate line manager, who will act as the assessor. The incumbent is expected to demonstrate and show evidence annually of on-going self and allocated work unit's service development.

11. EASTERN HEALTH'S PROMISE

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12. ATTACHMENTS

- Attachment 1 Key Selection Criteria
- Attachment 2 Key Result Areas / Key Performance Indicators
- Attachment 3 EH Nursing and Midwifery Domains of Practice

13. NOTE

Prior to accepting any offer of employment, prospective employees will be required to undertake a National Criminal Check/ working with children or NDIS Screening check as applies to their specific role.

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. Staff employed by Eastern Health may, by negotiation, be required to work at any campus or facility of Eastern Health.

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.

Vaccination against infectious disease is a mandatory requirement of this role. An offer of employment is conditional on you providing evidence that you are currently vaccinated against COVID-19 and Influenza, prior to commencing employment.

INCUMBENT STATEMENT

I _____ (*Incumbent Name*) have read, understood and accepted the above Position Description and associated Attachments.

Signed: _____

Date: ____/____/____

Aboriginal & Torres Strait Islander Candidates

Eastern Health's Aboriginal Workforce Plan 2023 – 2026 has recently been released. With a strong focus on cultural safety and belonging, actions included in the Workforce Plan provide practical supports for all Aboriginal and/or Torres Strait Islander staff.

An Aboriginal Employment Coordinator is available to ensure each person has culturally safe and positive employee experiences which foster belonging and access to diverse experiences and career pathways.

Should you require further information regarding this position or support to complete an application, please contact the Recruitment Manager for this position or Eastern Health's Aboriginal Employment Coordinator at Aboriginal.Workforce@easternhealth.org.au

ATTACHMENT 1

KEY SELECTION CRITERIA

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Award / Agreement Name:	Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2024-2028
Position Reports to:	Operationally to Deputy Director Operations or Associate Program Director Professionally to the Campus Director of Nursing

Qualifications and Registration

Essential

- Bachelor of Nursing / Midwifery or other recognised equivalent formal qualification leading to condition free registration in Australia.
- Registration with the Nursing and Midwifery Board of Australia (NMBA) via AHPRA.

Desirable

- Post Graduate qualifications relevant to the position and/or leadership and management
- Research, publication and public presentation skills.
- Member of a professional College e.g. Australian College of Nursing (ACN), Australian College of Perioperative Nursing (ACORN), Australian College of Critical Care Nurses (ACCCN) or other College.

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. Associate Nurse Manager.

Essential Skills and Attributes

- Demonstrated knowledge of and commitment to upholding the 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.
- Demonstrated knowledge of the National Standards and Accreditation Standards and their application to the Department and Health Service.
- Demonstrated knowledge of relevant requirements of the Safe Patient Care Act and enterprise agreement obligations and entitlements.
- High level communication, written and verbal, with demonstrated high level of interpersonal skills with consumers, their families and all health care professionals.
- Commitment to ongoing professional development.
- Digital literacy and embracing of health technologies and informatics.
- 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.

ATTACHMENT 2

Key Result Areas / Key Performance Indicators

The NM is required to ensure service delivery within in the Department aligns with the EH Clinical Framework, and the Domains of Nursing/ Practice as set by the NMBA. The NM 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:

Safe Always:

- Nurses' compliance with the Legislated NMBA Scope and Domains of Practice
- Staff within the Department access and comply with the documents contained in the Policy Management System
- Nurse sensitive Indicators specific to the care delivery of the Department
- Maintenance of Accreditation standards
- Escalation of issues through the appropriate operational or professional governance framework
- Equipment stocks meet the requirements of the Department
- Work towards elimination of Agency staff
- Rosters are consistently submitted as per EBA requirement and Eastern Health Guidelines
- Undertake and implement required actions of Occupational Health and Safety Audit
- Ensure compliance with relevant minimum staffing requirements set out in the Safe Patient Care Act
- Consistently works toward full recruitment of established EFT and demonstrates active management of well-being measures to support retention
- Manage Sick leave as the designated % of ward EFT as per scorecard
- Manage Category 4 and 5 annual leave plans and all staff with leave plans in place
- Staff mix and skill mix within the Department to meet Program requirements and patient/client acuity levels and EBA requirements
- Incidents are reviewed within identified time frames and actions implemented
- Staff demonstrate awareness and comply with the Incident Reporting and Risk Management systems
- Lead the reduction in the use of restrictive interventions in their Department via <https://www.health.vic.gov.au/drugs-and-poisons/authorised-midwives-legislative-requirements> . mechanical and chemical restraint as per Mental Health Act September 2023

Partnering in Care:

- Support Eastern Health (EH) access, activity and target indicators as defined by KPI Scorecard
- Review and respond to complaints and compliments within identified timeframes
- Work toward achieving budget target and manage variance in areas off salaries and wages, and non-salaried costs
- Established network and referral lines to other service departments and external providers.
- Effective management of Eastern Health initiatives
- Management of Falls (strategy and compliance), Pressure Injuries, Medication Errors and Infection Rates

Learning and Improving Every Day:

- Feedback and professional development plans completed Annual leave/ADO % of Department EFT achieved as per budgeted allocation
- Ensures process are in place to support a positive learning and research culture within the Department
- Ensures the Performance Board aligns with the agreed organisational improvement framework appropriate for the Department
- Compliance with annual and unit specific competencies
- Compliance with professional registration requirements
- Completion of audit requirements in line with Eastern Health Policy, Standards and Practice Guidelines
- Progress of Operational Improvement Plans (IIP)
- Infection control audit results

ATTACHMENT 3 – 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
• Patient history • Patient assessment • Perform and deliver care • Monitor & Evaluate Care	• Planning for the Future • Safety and Quality • Recruitment & Retention	• Education of patients & families, relationship building • Own professional education • Professional education of others	• Knowledge of research evidence relevant to area of practice • Involvement and dissemination of research	• Professional conduct • Accountability

