

# Eastern Health

## POSITION DESCRIPTION

<b>Position Title:</b>	<b>Perioperative Services Manager Box Hill</b>
<b>Award Classification:</b>	<b>Registered Nurse, ZC1</b>
<b>Award / Agreement Name:</b>	<b>Nurses &amp; Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2024 - 2028</b>
<b>Position Reports to:</b>	<b>Professional: Director of Nursing (Site)</b>  <b>Operational:</b>  <b>Program Director Surgery and Deputy Director Operations Surgery (BHH)</b>

## 1. ORGANIZATIONAL INFORMATION

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.



## 1. POSITION SUMMARY

### PERIOPERATIVE SERVICES MANAGER POSITION ROLE STATEMENT

The Manager Perioperative Services is a professional and clinical leader in Perioperative Services at Eastern Health playing a pivotal role in meeting broader organisational requirements.

The Perioperative Services Manager (PSM) is responsible for leading the Nurse Managers who directly report to this role at Box Hill Hospital including Theatre, CSSD, Endoscopy and Day Procedure Unit (including Transit Lounge) and underlying clinical teams operationalise the core values of Eastern Health by ensuring a safe and supportive environment for patients, staff and visitors. This role is accountable for developing the NM/s and staff to deliver excellence across perioperative services both in clinical practice and the implementation of systems and processes to improve patient outcomes.

The role will be responsible for the implementation of effective strategies in the areas of care delivery, legislative compliance, human and financial management, and will be responsible for coordinating the effective utilisation of the Operating Suite resources, theatre and surgical procedure list throughput in collaboration with senior nursing/medical and other staff. The PSM is also responsible for Chairing the CSSD Subcommittee, advancing best practice, compliance and operational requirements.

The PSM role will function in partnership as the Gastroenterology interface between the Clinical Director of Gastroenterology and Surgery program to achieve clinical excellence in the delivery of safe and effective care for Gastroenterology medicine patients undergoing endoscopy procedures. The PSM and Clinical Director will be responsible for developing Appropriate and Effective Care Plan and formalising the key strategic risks and opportunities to enhance the service and ensure the achievement of strategies within the program that are consistent with the Eastern Health Strategic Plan and Clinical Services Plan (Eastern Health 2022).

## 2. MAJOR DUTIES AND/OR RESPONSIBILITIES

### KEY RESPONSIBILITIES OF THE PERIOPERATIVE SERVICES MANAGER

The Perioperative Service Manager will:

- Lead by example, consistent with Eastern Health's Values, a team of highly experienced and qualified people and to achieve the best from them in the interests of safe, high-quality care for patients
- Optimise patient care within the Surgery Program and Eastern Health more broadly through high levels of collaboration and management of effective relationships across Eastern Health programs and sites
- Lead and drive strategies which improve patient care, outcomes, patient flow and enhance patient experience within the Surgery Program and across Eastern Health
- Ensure best use of finite resources within the Surgery Program and across Eastern Health
- Ensure a consistent, standardised evidence-based approach to the development of standards and practice guidelines within the Surgery Program and across sites in relation to quality, safety and risk management

Healthcare Excellence
<ul style="list-style-type: none"><li>• 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.</li><li>• Is the key driver of effective and timely communication with patients, team members other EH departments and the community.</li><li>• Ensures personal and unit compliance with relevant Acts, Agreements and Eastern Health</li></ul>

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.
- Ensures investigation of incidents and risks that present / occur within unit and 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 to ensure patient access, flow and discharge planning initiatives are implemented at the unit level.
- Identifies opportunities for improvement and oversees new initiatives to ensure the patient's engagement with Eastern Health is appropriate to best practice in clinical care, including theatre efficiency, 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 focused 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.

#### **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.

## 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.

### 3. SAFE PRACTICE AND ENVIRONMENT

#### 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 Compensations (WIRC) Act 2013.

### 4. 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.

### 5. 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.

## 6. 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.

## 7. 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.

## 8. 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.

## 9. 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

## 10. ATTACHMENTS

- Attachment 1 - Key Selection Criteria
- Attachment 2 - EH Nursing & Midwifery Domains of Practice Professional Framework

## 11. 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.

## 12. NOTE

*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.*

*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, prior to commencing employment.*

Signed: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

Manager

### INCUMBENT STATEMENT

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

Signed: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

## ATTACHMENT 1

### KEY SELECTION CRITERIA

<b>Position Title:</b>	<b>Perioperative Services Manager Box Hill</b>
<b>Award Classification:</b>	<b>Registered Nurse, ZC1</b>
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<b>Qualification:</b>
<p><b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Registration with the Nursing and Midwifery Board of Australia (NMBA) via AHPRA</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Post-graduate qualifications in management or other appropriate field (desirable)</li> <li>• Research, publication and public presentation skills</li> </ul>
<b>Experience:</b>
<ul style="list-style-type: none"> <li>• Has reached a level of proficiency in a relevant clinical/service field</li> <li>• Previous experience in a similar role or at a management level</li> <li>• Demonstrated high-level leadership and change management skills</li> <li>• Demonstrated expertise in healthcare finance and budget management</li> <li>• Demonstrated expertise in health industry workforce and industrial systems</li> <li>• Demonstrated ability to lead high performing teams and individuals and address underperformance issues as they arise</li> </ul>
<b>Knowledge and Skills:</b>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Awareness and understanding of National Standards and Accreditation Standards.</li> <li>• High level communication, written and verbal, with demonstrated high level of interpersonal skills with consumers, their families and all health care professionals</li> <li>• Commitment to ongoing professional development</li> </ul>

## 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.
- Effective communication including motivation, negotiation and conflict resolution skills
- Develops self and others
- Optimism and positivity
- Resilience and self-care
- Adaptability and continuous improvement focus
- Demonstrated understanding of organisational change concepts and practices
- Teamwork and collaboration
- Strategic perspective with a keen ability to also consider the detail

## 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 <b>known and stable context</b> , consulting when abnormalities arise <b>before taking action</b>	Works within a <b>known and stable context</b> , consulting when abnormalities arise	Acts <b>independently in routine</b> situations within scope, and responds to <b>known dilemmas</b>	Acts independently in <b>complex situations</b> within scope, and responds to <b>unknown dilemmas</b>	<b>Provide vision and direction</b> and shape and implement strategies and initiatives that <b>enable others</b> 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.

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