Position Identification

Classification: Nursing Unit Manager, Level 2
Award: Named NSW (non-declared) Affiliated Health Organisations’ Nurses Agreement 2011
Vaccination Category: In accordance with the NSW Health Occupational Assessment, Screening and Vaccination against Specified Infectious Diseases Policy Directive PD2011_005
Employment Screening: National Criminal Record Check and Working with Children Background check
Registration: Current registration with AHPRA
Employment Status: Full time / Part Time / Rotating
Roster Hours: up to 38

Responsible To

Nurse Manager / Manager
Accountable to the Director of Nursing & Operations

Position Summary

The primary responsibilities of Nursing Unit Manager are the co-ordination of patient services—through liaison with all health care disciplines for the provision of services to meet patient needs and the timely flow of patients / clients through the system. The Nursing Unit Manager will ensure the implementation of hospital/health network policy and procedure; the dissemination of information and ensure a safe environment for staff and patients. The Nursing Unit Manager is also responsible for the direction, co-ordination and supervision of the human resources under their management and safe and efficient clinical practice.

Nursing Unit Manager Level 2 is differentiated from a Nursing Unit Manager 1 through having overall responsibility for budget and human resource management of a particular service or department. The Nursing Unit Manager Level 2 maintains a patient flow and patient care focus but is not counted in the unit/departments Nursing Hours per Patient Day. The Nursing Unit Manager Level 2 is typically the manager

Essential Criteria

- Personal integrity and demonstrated commitment to the Philosophy, Mission and Values of Mary Aikenhead Ministries
- Currently registered as a Registered Nurse (Division 1) with the Australian Health Professionals Regulation Agency
- Recognised post graduate tertiary qualification in a clinical speciality or management (or willingness to undertake same within 12 months) or equivalent relevant experience
- Demonstrated operational, financial, human resource, workplace health and safety and effective communication / interpersonal skills experience at departmental level
- Comprehensive understanding of clinical governance and current nursing issues
- Ability to deliver, evidenced based, patient centred care within a complex environment
- Demonstrated experience in quality improvement principles, clinical policy and procedure development and implementation
- Computer literacy in MS Word/Excel, Email and an electronic medical record / referral system
- Demonstrated evidence of integration of theoretical knowledge and clinical skills, critical thinking and analysis in their daily practice

Revised: June 2014 - Revision due June 2017
Mission and Values
Conduct reflects Mission and Values of the Mary Aikenhead Ministries and The Code of Conduct which can be accessed via the link below and
Code of Ethical Standards which can be accessed via the following link

Our Values

Compassion:  Mercy: we reach out to the most vulnerable in our community
Hospitality: we welcome all people to our services and facilities
Empathy: we are open to one another in times of joy and in times of need

Justice:  Human Dignity: we recognise the dignity and worth of every person, treating them fairly and without being judgmental
Person Centered: we provide holistic care that meets the unique needs of each person
Respect: we treat others as we would wish to be treated ourselves

Integrity:
Honesty: we are truthful and principled, with ourselves and with others, in all we say and do
Unity: we foster teamwork and collaboration, joined in a common purpose, in a spirit of harmony
Reflective Practice: we consider our actions, behaviours and decisions in light of our mission

Excellence:
Innovation: we embrace learning and we are open to change
Accountability: we take responsibility for our actions and exercise good stewardship of the resources entrusted to us
Safety: we create a climate of confidence and trust ensuring that we act in a manner that prevents harm

Key Professional Responsibilities
The following guides are to be read in conjunction with the St Vincent's Health Australia Code of Conduct and Code of Ethical Standards. The St Vincent's Health Australia Code of Ethical Standards takes precedence over the Nursing Code of Ethics where there is a discrepancy

• Guidelines for Mandatory Notifications
• Nursing Code of Ethics
• Nursing Code of Conduct
• Nursing Guide to Professional Boundaries
• Nursing Practice Decisions Summary Guide

These documents can be access at

Key Domains
The Nursing Unit Manager will comply with the four domains that constitute the National Competency Standards and the two domains for Nursing Leadership at St Vincent’s Health Network Sydney. The National standards can be access via the link below.
Domain: Professional Practice
This relates to the professional, legal and ethical responsibilities.

1. Practices in accordance with legislation affecting nursing practice and health care
   a) Complies with relevant legislation and common law
   b) Fulfills the duty of care
   c) Recognises and responds appropriately to unsafe or unprofessional practice

2. Practices within a professional and ethical nursing framework
   a) Practices in accordance with the nursing profession’s codes of ethics and conduct
   b) Integrates organisational policies and guidelines with professional standards
   c) Practices in a way that acknowledges the dignity, culture, values, beliefs and rights of individuals/groups
   d) Advocates for individuals/groups and their rights for nursing and health care with organisational and management structures
   e) Understands and practices within own scope of practice
   f) Integrates nursing and health care knowledge, skills and attitudes to provide safe and effective nursing care
   g) Recognises the differences in accountability and responsibility between Registered Nurses, Enrolled Nurses and unlicensed care workers

3. Uphold the principles of practice as defined by the Nurses and Midwives Act 1991, Australian Nursing & Midwifery Council (ANMC) Codes of Conduct and Codes of Ethics and Professional Conduct
   a) ensure all nursing/midwifery staff have current registration
   b) ensure rosters are developed that support the most effective and efficient team is on duty at all times
   c) ensure 100% compliance with mandatory nurse/midwife training requirements

4. Establish and maintain a standard of practice that meets the ANMC competency standards, NSW Department of Health (NSW DoH), Area Health Service (AHS) and organisational policy and procedures
   a) Ensure there are procedures in place that ensure all clinicians wash their hands before and after each patient contact
   b) Develop processes and checks in place that ensure all patients receive adequate nutrition and hydration
   c) Establish checks and audits to inform performance according to expected standards

Domain: Critical Thinking and Analysis
This relates to the self-appraisal, professional development and the value of evidence and research for practice.

1. Practices within an evidence-based framework
   a) Identifies the relevance of research to improving individual/group health outcomes
   b) Uses the best available evidence, nursing expertise and respect for the values and beliefs of individuals/groups in the provision of nursing care
   c) Demonstrates analytical skills in accessing and evaluating health information and research evidence d. Supports and contributes to nursing and health care research
   d) Participates in quality improvement activities

2. Participates in ongoing professional development of self and others
   a) Uses best available evidence, standards and guidelines to evaluate nursing performance
   b) Participates in professional development to enhance nursing practice
c) Contributes to the professional development of others
d) Uses appropriate strategies to manage own responses to the professional work environment

**Domain: Provision and Coordination of Care**

This relates to the coordination, organisation and provision of nursing care.

1. Conducts a comprehensive and systematic nursing assessment
   a) Uses a relevant evidence-based assessment framework to collect data about the physical socio-cultural and mental health of the individual/group
   b) Uses a range of assessment techniques to collect relevant and accurate data
   c) Analyses and interprets assessment data accurately

2. Plans nursing care in consultation with individuals/groups, significant others and the interdisciplinary health care team
   a) Determines agreed priorities for resolving health needs of individuals/groups
   b) Identifies expected and agreed individual/group health outcomes including a time frame for achievement
   c) Ensures a plan of care is documented to achieve expected outcomes
   d) Plans for continuity of care to achieve expected outcomes

3. Provides comprehensive, safe and effective evidence-based nursing care to achieve identified individual/group health outcomes
   a) Effectively manages the nursing care of individuals/groups
   b) Provides nursing care according to the documented care or treatment plan
   c) Prioritises workload based on the individual/group’s needs, acuity and optimal time for intervention
   d) Responds effectively to unexpected or rapidly changing situations
   e) Delegates care to others in the team according to their competence and scope of practice
   f) Provides effective and timely direction and supervision to ensure that delegated care is provided safely and accurately
   g) Educates individuals/groups to promote independence and control over their health
   h) Uses health care resources effectively and efficiently to promote optimal nursing and health care

4. Evaluates progress towards expected individual/group health outcomes in consultation with individuals/groups, significant others and interdisciplinary health care team
   a) Determines progress of individuals/groups toward planned outcomes
   b) Revises the plan of care and determines further outcomes in accordance with evaluation data

5. Lead, direct and co-ordinate care in the ward/unit
   a) Monitor & co-ordinate patient flow in and out of the unit
   b) Monitor and co-ordinate discharge planning and processes including patients’ estimated date of discharge
   c) Attend to ward rounds where appropriate
   d) Ensure rosters are developed to support the delivery of excellent patient care
   e) Ensures goods and services are supplied and utilised efficiently
   f) Ensures equipment is provided efficiently and is maintained as required

6. Facilitate collaborative teams in the delivery of patient care
   a) Lead discussions with doctors, nurses and allied health staff regarding clinical concerns
   b) Ensure all staff are easily identified for patients and carers, including their uniform and ID badge

7. Use patient and carer feedback to inform patient care service delivery
   a) Meet and greet patients as often as possible depending on the clinical context
   b) Establish and maintain an audit trail that identifies how complaints and incidents are used to remodel patient service delivery
   c) Establish a feedback process for patients and carers to demonstrate service improvements
   d) Ensure complaints are managed in a timely manner and competed within a benchmark timeframe
e) Regular patient and carer stories are gathered and used to inform patient service delivery

8. Enable a culture of enquiry and questioning about the practice of nursing / midwifery
   a) Through regular reviews and audits of the RiskMan system, informed decisions are made about practice improvement opportunities
   b) Participate in regular rounds identifying patients’ clinical needs and respond accordingly
   c) Establish and lead innovative activities that enable critical conversations and feedback best practice and opportunities for improvements

9. Establish and maintain the use of evidence based practice in the delivery of nursing / midwifery care
   a) Ensure staff have an awareness, access and utilise current policies and procedures
   b) Establish work patterns and work structures that ensure novice clinicians are supervised and supported as they develop their competence
   c) Use information from RiskMan to inform clinical practice

10. Maintain knowledge of contemporaneous nursing / midwifery practice
    a) Maintain a standardised approach to clinical handover that identifies potential deteriorating patients
    b) Establish and maintain processes that monitor and ensure all staff participate in mandatory training
    c) Establish and maintain structures and processes that create a ward/ team culture of critical questioning and critical enquiry

**Domain: Collaborative and Therapeutic Practice**

This relates to establishing, sustaining and concluding professional relationships with individuals/groups.

1. Establishes, maintains and appropriately concludes therapeutic relationships
   a) Establishes therapeutic relationships that are goal directed and recognises professional boundaries
   b) Communicates effectively with individuals/groups to facilitate provision of care
   c) Uses appropriate strategies to promote individual’s/group’s self-esteem, dignity, integrity and comfort
   d) Assists and supports individuals/groups to make informed health care decisions
   e) Facilitates a physical, psychosocial, cultural and spiritual environment that promotes individual/group safety and security

2. Collaborates with the interdisciplinary health care team to provide comprehensive nursing care
   a) Recognises that the membership and roles of health care teams and service providers will vary depending on an individual’s/group’s needs and health care setting
   b) Communicates nursing assessments and decisions to the interdisciplinary health care team and other relevant service providers
   c) Facilitates coordination of care to achieve agreed health outcomes
   d) Collaborates with the health care team to inform policy and guideline development

3. Maintains confidentiality of all medical records
4. Participates in bed side clinical handover and utilises ISBAR as a clinical communication tool
5. Participates in clinical rounds, team and case meetings as required

**Domain: Workforce Management and Leadership**

1. Be an exemplary role model for the professions of nursing/midwifery
   a) Role model through behaviour and communication styles the value of patients and carers
   b) Model through behaviour and communication the value of the profession of nursing/midwifery
   c) Display your photo and information on a “Welcome Board” in the entry of the ward/unit
   d) Meet and greet patients regularly where appropriate
   e) Develop a process that enables succession planning for key roles in the ward/unit
2. Establish and maintain relationships and trust
   a) Establish and maintain processes and practices that enable participation of all members of the health care team
   b) Establish and maintain practices that enable giving and receiving feedback and reflection on practice
   c) Establish a succession plan for keys roles in the ward/unit
3. Create an empowering work environment that enables the transfer of knowledge into practice
   a) Ensure staff have up to date performance reviews and professional development plans
   b) Enable, facilitate and lead change initiatives
   c) Recognise, nurture and grow talent
4. Have an awareness of broader professional and health care issues and activities
   a) Participate in professional activities within the organization
   b) Participate as an active member in professional association
   c) Seek opportunities for self-professional development
5. Enable others to achieve a shared vision
   a) Develop, in collaboration with the health care team a shared vision for the ward/unit
   b) Model through behaviour and communication the shared vision
   c) Establish structures and processes that facilitate mentoring for staff members

**Domain: Unit / Ward Management**

1. Ensure the human, physical and financial resources of the ward/unit are managed, in collaboration with relevant subject matter experts, to deliver safe and efficient health care within available resources
   a) Develop rosters that ensure safe, quality care is delivered matched with the appropriate utilisation of skills and knowledge of the nursing/midwifery team
   b) Ensure appropriate equipment is available that enables hand washing processes for patients, staff and visitors
   c) Participate in the development and maintenance of the ward/unit budget
   d) Manage and report ward/unit financial performance against allocated budget
   e) Manage and report on financial and clinical key performance indicators relevant to the ward/unit
   f) Establish structures and processes that enable strategic planning for all members of the multidisciplinary team
2. Participate in problem solving in matters related to the functioning of the unit/ward
   a) Model critical thinking
   b) Enable others to participate in problem solving for themselves or as part of the team
   c) Provide opportunities for others to be innovative
   d) Support decision making with evidence
   e) Demonstrate accountability for decisions that are made
3. Establish and maintain processes to facilitate performance improvements
   a) Facilitate ward meetings for all members of the health care team
   b) Establish processes that enable the use of patients and carers feedback to develop and improve services
   c) Establish feedback processes to all staff that inform them of the ward/units performance
4. Manage ward/unit staff to facilitate growth and development
   a) Establish processes that ensure novice clinical staff are supported in their clinical practice and receive regular feedback on their performance
   b) All staff have annual performance reviews and development plans established
5. Monitor and maintain a safe environment for patients, staff and visitors, in collaboration with the relevant subject matter experts
   a) Establish processes and practices that enable participation of all members of the health care team to ensure that the ward/unit is safe
   b) Establish processes that include those staff with expertise in clinical and occupational safety where appropriate
   c) Institute processes that ensure data and information collected is used to inform decisions establish processes that ensure patients, carers and visitors are informed about safe practices in the unit/ward

6. Ensure and maintain knowledge and participation in business management activities within NSW Ministry of Health, LHN, organisational policy and procedures
   a) Participate where appropriate in activities outside the ward/unit, including in-services, conferences and membership to other groups
   b) Develop and maintain processes that will enable feedback to all staff on key Department, LHN and organisation activities and initiatives
   c) Create and maintain processes that will ensure ward/unit activities and initiatives align with those of NSW Ministry of Health, St Vincent’s Health Australia and St Vincent’s Hospital Sydney

Workplace Health and Safety
1. Ensures Workplace Health and Safety is a standing item at ward/department staff meetings
2. Ensures that personal protective equipment is used as required and appropriately
3. Ensures identified hazards are assessed and appropriate control methods implemented
4. Ensures hazards are documented in the ward/department hazard register
5. Ensures documented proof that all staff and self-have read the Workplace Health and Safety policy
6. Ensures a copy of the Workplace Health and Safety policy statement is displayed in the department
7. Ensures all staff within the service attends mandatory Workplace Health and Safety training and that training is implemented for specific position requirements
8. Ensures Workplace Health and Safety objectives are developed for the ward/department
9. Ensures hazards are eliminated / controlled and documented in the departmental risk register as require
10. Uses equipment provided in a safe manner as per hospital policy and complies with Safe Operating Procedures and Material Safety Data Sheets.

Self-Management
1. Is open to change and actively and positively participates in new models of care, changes in service model and redesign initiatives.
2. Within 12 months of commencement, the Nursing Unit Manager will be competent with the requisite skill set for the role
3. Provides feedback of outcomes of working parties and conferences to ensure colleagues are aware of current trends in clinical practice and professional issues
4. Seeks and actions opportunities for professional development of self and staff
5. Demonstrates involvement in appropriate special projects (working parties) in consultation with Program Manager
6. Undertakes other duties/tasks as requested from time to time
7. Provides support and appropriate response to the organisation in response to internal and external disasters
8. Recognises and responds appropriately to risks/issues/incidents and develops effective strategies for management
9. Ongoing employment will be subject to your continued compliance with the NSW Health Occupational Assessment, Screening and Vaccination Against Specified Infectious Diseases Policy Directive PD2011_005
National Safety and Quality Health Service Standards

The Registered Nurse is a key participant and driver of quality and safety within their departments and across the organisation. The link below outlines a range of these responsibilities

St Vincent’s Health Network Sydney

DECLARATION

Manager

I have explained the duties and responsibilities of this position to the applicant.

Name of Manager: ___________________________

Signature: ___________________________

Date: _______/______/______

Applicant

I have read this position description, I understand the job requirements and job demands and agree that I can fulfill these requirements to the standards outlined.

I am not aware of any reason, which might interfere with my ability to perform the inherent job requirements and job demands of this position.

I am aware that any false or misleading statements may threaten my appointment or continued employment with St Vincent's Health Network Sydney.

I agree to comply with the policies of NSW Ministry of Health, St Vincent's Health Australia, St Vincent's Health Network Sydney and Network facilities.

I understand that I may be required to perform other reasonable duties from time to time and that I may be required to work in any area under the jurisdiction of St Vincent's Health Network Sydney. Individual scope of practice and clinical competence will guide what duties I am asked to perform.

I also agree to strictly observe the St Vincent’s Health Network Sydney policy on confidentiality of staff and patient information or such other sensitive or confidential information that I many come across in the course of my employment.

I am aware that during the course of my employment, regular criminal record checks may be conducted with my knowledge to ensure my ongoing suitability for employment.

Name of Applicant: ___________________________

Signature: ___________________________

Date: _______/______/______