



POSITION DESCRIPTION

Position Title:	Nurse Unit Manager
Department:	Morgan Ward - Inpatient Unit
Location:	War Memorial Hospital
Uniting Purpose:	To inspire people, enliven communities & confront injustice
Uniting Values:	Imaginative, respectful, compassionate, bold

Classification:	Nurse Unit Manager – Level 3
Vaccination risk category:	A
Award:	War Memorial Hospital (Waverley) Nurses Agreement 2011
Employment status:	Permanent Fulltime
Hours:	38 HPW

Position reports to:	Service Manager/DDON
Position Supervises:	In-patient team inclusive of Registered Nurses, Enrolled Nurses, Assistants in Nursing, Ward Clerk
Key relationships:	Service Manager/DDON, Executive Manager/DON, Allied Health & Integrated Care Manager, Clinical Governance & Quality Manager, Business & Performance Manager (BPM), Work Health Safety/Injury Management Manager, full range of WMH staff and departmental managers, South Eastern Sydney Local Health District SESLHD), NSW Ministry of Health (MoH), Uniting

POSITION PURPOSE

To lead, direct, coordinate and manage healthcare delivery on the inpatient specialist aged rehabilitation unit at WMH, with line management of the in-patient nursing team. The role is directly accountable for the day to day operational service delivery and oversight of high quality patient care from admission to discharge. The position ensures and promotes optimal clinical standards within safe systems and process efficiency, which supports sound and sustainable

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business performance. The role engages as part of the WMH Executive representing the in-patient unit at both operational and strategic levels.

POSITION OBJECTIVES

- Ensures a quality, safe, efficient and accessible in-patient aged rehabilitation unit for all patients, carers, MDT staff and referral sources
 - Leads, manages and administers the specialist in-patient nursing team in delivering high quality patient care alongside their multidisciplinary colleagues
 - Actively advocates for aged rehabilitation as a specialty both internally and externally to the WMH organisation, promoting the service within various forums
 - Provides and facilitates supportive leadership and management representing at both operational and strategic levels
 - Demonstrates sound business management acumen in the administration of the unit ensuring unit level sustainability and understanding of health context
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KEY RESPONSIBILITIES

Financial management & awareness:

- Ensure the human, physical and financial resources of the unit are managed, in collaboration with relevant subject matter experts, to deliver safe and efficient health care
- Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
- Oversight of effective Unit rostering in line with NSW Rostering Guidelines, budget capacity and relevant policies e.g. Leave Management etc.
- Establish and drive processes to support optimal clinical performance measures e.g. occupancy, FIM, LOS, private patient revenue, IT systems
- Demonstrates awareness and actively promotes robust understanding of in-patient funding mechanisms utilising supportive positions e.g. WMH Clinical Performance Co-ordinator, WMH Business Performance Manager (BPM)
- Communicates relevant financial related information to the nursing and broader unit MDT so as to ensure appropriate level of understanding and stewardship of client services and resources
- Maintains oversight of Unit administrative duties pertaining to financial processes
- Ensures Unit compliance with local WMH, Uniting & MoH cash handling and patient valuable policies and procedures
- Participates in relevant local meetings with WMH BPM pertaining to finance – monthly cost centre reporting, Activity Based Funding (ABF)
- Develops and demonstrates thorough knowledge of Unit cost centre report with management, including stewardship, monitoring and analysis of reports
- Escalates any discrepancies or anomalies in budget to relevant personnel, e.g. Service Manager, WMH BPM
- Oversight of relevant contractor arrangements e.g. Contingent workers (agency), Unit equipment preventative maintenance, costings
- Awareness and administration of procurement processes relative to Morgan Unit inclusive of stores, clinical stock, linen, additional equipment hire etc.

Operational processes:

- Leads and manages the Morgan Unit in operational service delivery on a day to day basis
- Leads and manages the Nursing and MDT in delivering patient centred, accessible and efficient health care

- Awareness of clinical caseload, casemix, bed access and patient flow
- Supports and facilitates a dynamic model of care responsive to patient and business need
- Is readily accessible and identifiable as the Unit leader and manager to patients, visitors and staff
- Maintains formal and informal communication forums within department e.g. meetings, 1:1
- Leads and manages departmental administrative processes to ensure maximum efficiency e.g. patient transport and flow
- Oversees effective nursing workforce management practices, inclusive of recruitment, professional development, succession planning, team building
- Represents the in-patient Unit and Nursing team at WMH Committees as per the Committee matrix and external meetings as relevant
- Oversees a culture of open disclosure, objective incident investigation and risk management
- Awareness and ownership of Infection Control systems and impact on unit operations
- Promotes an embedded culture of quality within the Morgan Unit, identifying opportunities for quality improvement utilising relevant frameworks, audit reports and quality systems
- Leads the Morgan Unit in ACHS Accreditation as per the National Standards maintaining departmental records as required
- Have an awareness of broader professional and health sector issues and activities
- Establish and maintain the use of evidence based practice in the delivery of nursing care
- Maintains knowledge of contemporaneous nursing practice and ensures adherence to clinical practice guidelines
- Oversees, utilises, drives and/or delegates evolving IT systems in contemporary healthcare and work environment
- Monitor and maintain a safe environment for patients, staff and visitors in collaboration with the relevant subject matter experts
- Leads the Unit team through NSW MoH Work Health & Safety (WHS) Profiling, maintaining departmental records as required
- Awareness and compliance with relevant SESLHD & Uniting policies and WMH business rules
- Maintain responsibilities for personal and professional development by participating in training/education activities, 100% Mandatory Training and annual performance reviews in order to continuously improve the level of and quality of service
- Establish and maintain a standard of practice that meets the ANMC Australian Nursing and Midwifery Council Incorporated (ANMC) competence standards, NSW Department of Health (NSW DoH), SESLHD and WMH policy and procedures
- Upholds and role models the SESLHD, NSW MoH & Uniting Codes of Conduct
- Represents at WMH Executive level internally and externally as delegated
- Engages in WMH Executive on Call roster
- Other duties as designated by WMH Executive

Client management & engagement (internal & external stakeholders):

- Demonstrates client centric ethos within Morgan Unit
- Represents WMH Morgan Unit to internal and external stakeholders – e.g. referral networks, health service providers, patients and carers with open and responsive communication style
- Maintains positive and constructive relationships with SESLHD, MoH and ARNA networks
- Is accessible and responsive to client feedback and/or complaints handling
- Actively engages with WMH consumers and seeks their input into service delivery through informal and formal measures eg Patient Experience Surveys
- Engagement of support/facility services that directly impact Unit based activity e.g. Food Services, Environmental, Maintenance, Procurement
- Regularly reports formally and informally to Service Manager
- Responsive to WMH Executive information requirements
- Responsive to the information requirements of the WMH BPM

- Conducts and participates in the local education requirements at WMH

People management & teamwork:

- Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team, and to undertake changing roles, responsibilities and to provide for succession within the department
- Leads and manages the clinical nursing workforce within Morgan Unit optimising professional scope of practice, supportive of professional development and succession planning
- Supports and guides MDT clinical workforce within Morgan Unit in consultation with senior and interdisciplinary management
- Provides formal and informal methods of transparent communication within the department to ensure effective information dissemination and consultation
- Administers effective and equitable rostering system in line with Reasonable Workload clauses and relevant HR guidelines
- Applies sound and fair human resource management practices in leading and managing the WMH Nursing team mindful of SESLHD, MoH, Uniting policies, procedures and Codes of Conduct
- Engages support from line management and HR services in problem solving, performance development and management as required
- Recognises the importance of staff engagement informally and formally via e.g. Staff engagement surveys
- Oversees 100% compliance with departmental mandatory training
- Recognises the importance of annual performance reviews for all Morgan Unit nursing and administrative staff
- Advocates a strong culture of professional enquiry and development
- Identifies the benefits of clinical supervision within the Morgan nursing team
- Participates in maintaining a safe and healthy work environment for all WMH employees
- Participates in relevant hospital meetings with collaborative action planning
- Active participation in WMH campus initiatives

KEY PERFORMANCE INDICATORS

Financial management & awareness:

- Leads the nursing and MDT unit team in efficient and effective departmental service delivery mindful of all resources
- Evidence of disseminated financial information at local departmental meetings as is relevant to the clinical and administrative workforce
- Delivers and accounts for cost-effective rostering adherent to policies, guidelines and budget
- Utilises workforce data for reporting and analysing purposes, e.g. FTE recording, HR metrics
- Maintains oversight and reporting of relevant patient data utilizing tools available eg Electronic Patient Journey Board, to address issues such as bed block, effective patient flow, occupancy rates, clinical coding etc both directly and through delegation to other frontline/administrative positions
- Works in tandem with Clinical and Business Performance roles at WMH in setting and monitoring KPIs e.g. FIM, LOS, Activity Based Management
- Attends and actively engages in monthly cost centre meetings
- Documentation of financial related data and commentary within monthly Service Manager 1:1 meetings
- Maintains an efficient use of the on-line procurement systems, e.g. iProcurement and D365
- Administers robust local processes pertaining to cash handling and patient valuables, minimising risk where possible

- Participates in review of relevant contractual arrangements under the direction and steerage of the Service Manager, BPM and Uniting Procurement if relevant – e.g. Agency staff, unit equipment

Operational processes:

- Is readily identifiable as the in-patient Unit Manager on all operational matters to all relevant stakeholders including nursing staff, MDT, patients, carers and referral networks
- Directly engages with and oversees senior and other nurses in performing their delegated duties
- Utilises clinical acumen in oversight of patient centred care delivery
- Facilitates change management when required from clinical/business/support service perspective
- Promotes aged rehabilitation nursing as a specialty within and external to WMH
- Awareness of clinical caseload within the Unit directly and indirectly via delegated clinical staff e.g. attendance ward rounds, case conferences and other meetings as relevant
- Advocates full nursing team working to their scope of practice in patient journey from admission to discharge
- Roster is administered and implemented ensuring safe patient care delivery and safe staff workload
- Oversees day to day service delivery by clinical MDT, escalates any issues as relevant to senior management
- Recruitment practices are efficient and cost effective in terms of human and financial management
- HR metrics e.g. vacant FTE, retention and turn over are analysed, reported on and actioned
- Actively manages and ensures efficient incident and risk management processes are adhered to within policy timeframes
- Promotes and facilitates access to contemporary clinical guidelines, policy and procedures
- Engages directly with WMH infection control resources to ensure safety of patients and staff and adherence to relevant policies and processes
- Chairs regular departmental meetings with standing agenda items inclusive of quality, safety, business performance, workforce matters
- Is a conduit of information to Unit Nursing team relative to other internal and external meetings attended
- Engages readily with and drives new and upgraded IT systems to maximise efficiency of clinical and non-clinical processes
- Maintenance of contemporaneous departmental National Standard records to support departmental ACHS accreditation requirements
- Actively participates in WMH accreditation requirements as relevant to Unit and WMH Senior Manager role
- Maintenance of contemporaneous departmental WHS records to support departmental WHS Profiling requirements
- Promotes a team culture of safety, hazard reporting and risk management
- Supports and leads quality related project improvement activity
- Attendance at relevant internal and external meetings as relevant
- Engages in completion of own professional development and annual performance development plan
- Participation in WMH Executive on Call roster as designated
- Demonstrates flexibility and engagement with WMH campus activities

Client management & engagement (internal & external stakeholders):

- Facilitates collaboration of MDT in the delivery of patient care
- Uses patient and carer experience feedback to inform service delivery

- Demonstrates maintenance of healthy positive relationships with internal and external stakeholders
- Identifies opportunities for expanding and consolidating relevant service networks
- Directly engages with managers of other clinical and non-clinical services involved in Unit service delivery e.g. Allied Health HODs, Hotel Services, Dietetics, Maintenance, Procurement, Transport etc.
- Attendance at internal WMH meetings as relevant to role
- Attendance and completion of monthly reports relevant to monthly Service Manager meetings
- Attendance at SESLHD and Uniting meetings relevant to Morgan Unit
- Documents, reports and disseminates complaint information and remedial actions as relevant
- Evidence of consumer engagement in service review and development

People management & teamwork:

- Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team, and to undertake changing roles, responsibilities and to provide for succession within the department
- Act as an exemplary role model for the profession of nursing
- Establishes and maintains robust relationships and trust within the Unit and across the MDT
- Manages Unit staff to facilitate growth and development to full potential
- Creates an empowering work environment that optimises staff satisfaction, outputs and client care
- Enables others to achieve a shared vision and solution focused environment
- Conducts regular departmental meetings in a forum conducive to open discussion and service development
- Understands and able to source specialist HR support directly with Service Manager/HR Consultant or indirectly via policies and procedures
- Follows up and resolves HR matters in a timely capacity
- Actively develops own professional skills relating to HR management inclusive of HR metrics
- Actively promotes staff engagement metrics and other team building activities
- Ensures 100% departmental mandatory training requirements per annum
- Completes annual performance reviews for all WMH Morgan Unit staff
- Enables Clinical Supervision as part of professional Unit support mechanism
- Attends and actively engages in WMH meetings and leads improvement initiatives/actions alongside WMH colleagues
- Ready engagement in departmental and hospital processes pertaining to National Standards & WHS/IM Profiling processes

Work Health Safety and Wellbeing Requirements:

All staff are required to assist in creating and maintaining a safe and healthy work environment by working in a safe and healthy manner taking all reasonable care for self and others, adhering to instructions, policies, procedures and training relating to work health, safety and wellbeing and using the equipment provided in accordance with safe operating procedures.

Where appropriate, staff will initiate and participate in worksite inspections, identify safety hazards, risks, concerns or incidents through accident reporting and investigations within required timeframes, develop safe work procedures and provide appropriate information, instruction, training and supervision.

- Incident rates monitored related to policy and procedure requirements or breaches

- Evidence of training in relation to clinical service provision and policies and procedures
- 100% compliance with mandatory training requirements
- Incident and complaint response and turnaround times are within requirements
- Escalation of issues identified in relation to resources and unit performance
- Evidence that complaint causes are used to remodel service delivery
- Evidence of Quality Improvement outcomes
- Risk assessments are undertaken and documented
- Reporting of incidents related to WHS, infection control and sterilisation issues
- Monitoring of locally agreed Key Performance indicators
- **Staff who supervise others:** As a leader you are expected to actively support and demonstrate your commitment to the organisation's safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety hazards, risks, concerns or incidents in the WMH IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable.

PROFESSIONAL SKILLS AND KNOWLEDGE

Qualifications, skills & experience:

- Current Registration as an RN with the Australian Health Practitioner Regulation Agency (APHRA) with minimum 5 years' experience in the aged care/rehabilitation/subacute or other health specialty
- Post graduate qualification in health management, working towards or commitment to attain same
- Demonstrated experience and ability in high level clinical workforce operational management inclusive of effective rostering, staff recruitment, multi-tasking, accountability of unit resources and systems
- Demonstrated strong leadership skills to support and enable a clinical nursing team in a dynamic evidence based model of care, within a multidisciplinary environment and quality framework
- A committed team player with advanced interpersonal communication including written, verbal and facilitation skills
- Demonstrated knowledge of business & financial management principles with cost centre management experience
- Demonstrated knowledge and participation in Health Accreditation (ie ACHS National Standards) and Work Health Safety Profiling processes with commitment to maintaining a safe work environment and EEO principles
- Demonstrated sound computer literacy in Microsoft Office applications, clinical systems, electronic roster management and procurement processes

Employee		Managers Name:	
Name:		Title	
Date:		Date:	
Signature:		Signature:	

JOB DEMANDS CHECKLIST

Job Title: NUM
 Department: Morgan Ward
 Assessor: Jane McGuire
 Date of Assessment review: 05/05/2022

Service/Unit: War Memorial Hospital
 Manager / Supervisor: Service Manager/DDON
 Date of Assessment: 05/05/2022

Definitions:

★ Denotes a critical requirement of the job

Frequency

I	Infrequent – intermittent activity exists for a short time on a very infrequent basis	C	Constant – activity exists for more than 2/3 of the time when performing the job
O	Occasional - activity exists up to 1/3 of the time when performing the job	R	Repetitive – activity involves repetitive movements
F	Frequent – activity exists between 1/3 and 2/3 of the time when performing the job	N/A	Not applicable – activity is not required to perform the job

CRITICAL ★	PHYSICAL DEMANDS - DESCRIPTION (comment)		FREQUENCY					
			I	O	F	C	R	N/A
	Sitting	Remaining in a seated position to perform tasks				X		
	Standing	Remaining standing without moving about to perform tasks			X			
	Walking	Floor type: even/uneven/slippy, indoors/outdoors, slopes			X			
	Running	Floor type: even/uneven/slippy, indoors/outdoors, slopes	X					
	Bend/ Lean Forward from Waist	Forward bending from the waist to perform tasks		X				
	Trunk Twisting	Turning from the waist while sitting or standing to perform tasks	X					
	Kneeling	Remaining in a kneeling posture to perform tasks	X					
	Squatting/ Crouching	Adopting a squatting or crouching posture to perform tasks	X					
	Crawling	Moving by crawling on knees & hands to perform tasks	X					
	Leg/ Foot Movement	Use of leg and or foot to operate machinery	X					
	Climbing (stairs/ladders)	Ascend/ descend stairs, ladders, steps, scaffolding		X				
	Lifting/ Carrying	Light lifting & carrying – 0 – 9kg		X				
		Moderate lifting & carrying – 10 – 15kg	X					
		Heavy lifting & carrying – 16kg and above						X
	Reaching	Arms fully extended forward or raised above shoulder	X					
	Pushing/ Pulling/ Restraining	Using force to hold/restrain or move objects toward or away from body	X					
	Head/ Neck Postures	Holding head in a position other than neutral (facing forward)	X					
	Hand & Arm Movements	Repetitive movements of hands & arms			X			
	Grasping/ Fine Manipulation	Gripping, holding, clasping with fingers or hands	X					
	Work at Heights	Using ladders, footstools, scaffolding, or other objects to perform work	X					
	Driving	Operating any motor powered vehicle		X				
CRITICAL ★	SENSORY DEMANDS - DESCRIPTION (comment)		FREQUENCY					
			I	O	F	C	R	N/A
	Sight	Use of sight is an integral part of work performance e.g. viewing of X-rays, computer screen				X		
	Hearing	Use of hearing is an integral part of work performance e.g. telephone enquiries				X		
	Smell	Use of smell is an integral part of work performance e.g. working with chemicals		X				
	Taste	Use of taste is an integral part of work performance e.g. food preparation	X					
	Touch	Use of touch is an integral part of work performance		X				

CRITICAL *	PSYCHOSOCIAL DEMANDS – DESCRIPTION (comment) Assisting ↓	FREQUENCY					
		I	O	F	C	R	N/A
	Distressed people e.g. emergency or grief situations		X				
	Aggressive & uncooperative people e.g. drug/alcohol, dementia, mental illness		X				
	Unpredictable people e.g. dementia, mental illness and head injuries		X				
	Restraining Involvement in physical containment of patients/clients						X
	Exposure to distressing situations e.g. child abuse, viewing dead/mutilated bodies	X					
CRITICAL *	ENVIRONMENTAL HAZARDS – DESCRIPTION (comment)	FREQUENCY					
		I	O	F	C	R	N/A
	Dust Exposure to atmospheric dust	X					
	Gases Working with explosive or flammable gases requiring precautionary measures	X					
	Fumes Exposure to noxious or toxic fumes						X
	Liquids Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	X					
	Hazardous substances e.g. dry chemicals, glues						X
	Noise Environmental/background noise necessitates people to raise their voice to be heard		X				
	Inadequate lighting Risk of trips, falls or eyestrain						X
	Sunlight Risk of sunburn exists from spending more than 10 minutes per work day in sunlight						X
	Extreme temperatures Environmental temperatures are < 15°C or > 35°C						X
	Confined spaces Areas where only one egress (escape route) exists						X
	Slippery or uneven surfaces Greasy or wet floor surfaces, ramps, uneven ground	X					
	Inadequate housekeeping Obstructions to walkways and work areas cause trips & falls						X
	Working at heights Ladders/stepladders/ scaffolding are required to perform tasks	X					
	Biological hazards e.g. exposure to body fluids, bacteria, infectious diseases	X					

Additional Position Requirements/Demands Summary: From the checklist, outline the main requirements or demands of the job. This information will then be transferred to the Position Description. Anything that is frequent and above or identified as critical to the job should be included in the position description.

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Signature of Manager: Date:/...../20.....

☐ I am able to fulfil the above requirements without modification.

☐ I am unable to fulfil the above job requirements and need the following modifications:

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Signature of Employee: Date:/...../20.....