Position Description

1. General Information

Position Title:	Central Resource Unit Manager
Division/Department:	Clinical Services
Position Reports to:	Group Manager Professional Practice and Workforce Development
Enterprise/Individual Agreement:	Epworth HealthCare Nurses and Midwives Enterprise Agreement (2024)
Classification/Grade:	Unit Manager **UMT1C**
Location:	Pelaco Richmond and at sites as necessary
Employment Status:	Permanent, Full time
Resource Management (for Management positions only) **Number of Direct Reports:** **Budget under management:**	7 direct reports
Key Relationships - internal and external	Chief Nursing Officer, Executive Director Clinical Services Clinical Services Directors People & Governance team members, Group Director Workforce, Talent Acquisition, People & Governance Business Partner Clinical Front line leadership (Nurse Unit Managers, Associate Nurse Unit Managers, Hospital Coordinators)

2. Overview of Epworth HealthCare

Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Guided by our purpose to deliver world-class, personalised care, we provide exceptional care across hospitals, clinics, community services and home-based settings.

Our vision, **Exceptional care. For life,** reflects our commitment to supporting people to live well and stay well through every stage of life, combining outstanding clinical care with leading research, education and innovation.

Everything we do is guided by our values of **Compassion, Accountability, Respect and Excellence**, which shape how we care for patients, work together and serve our communities. More information can be found on the Epworth website.

3. Epworth 2030 Strategy

All roles at Epworth contribute to the successful delivery of the Epworth 2030 strategy, which sets our direction for the future through three strategic priorities:

- **Excellence in care, every time.**

Uncompromising standards delivering safe, consistent, high-quality care. No exceptions.

- **Growth with purpose.**

Intentional growth in the services, specialties and settings our communities need most, at a scale that sustains investment, innovation and quality. Growth that gives back: as a not-for-profit, every dollar we earn is reinvested in care.

- **A place where great people do great work.**

Where our staff and doctors are backed to set the standard for exceptional healthcare.

4. Purpose of the Position

The purpose of this position is to manage a centralized contingent workforce unit that provides roster backfill for vacant shifts, across all Epworth sites. Managing a team this role will ensure that each site is appropriately serviced with contingent workforce that is clinically appropriate, timely, cost effective and responsive. Responsibilities include:

- Drive uplift and maintain numbers of permanent and casual nursing and midwifery staff, PCAs and student registered nurses into the Central Resource Unit (CRU)
- Build and maintain a high performing team to drive a culture of accountability, best practice nursing and contingent workforce management

- Provide operational leadership to the CRU team
- Oversee the effective performance management of Epworth casuals and pool staff
- Ensure that contingent workforce data is appropriately captured and managed according to privacy legislation
- Shiftmatch and/or other workforce systems are appropriately configured and maintained to optimise deployment of contingent staff
- Provide CRU workforce data that supports operational forecasting and decisions
- Refine the CRU operating model and evolve the team to meet the changing needs of Epworth

5. Clinical Governance Framework

This role is required to put into practice the Clinical Governance Framework at Epworth as every employee is accountable for ensuring that our patients and community receive safe, high quality and person-centered care in every interaction with Epworth. This is achieved through active participation in the five domains of clinical governance at Epworth:

Clinical Governance Domain	Role
Leadership and culture	Promote and participate in a supportive, fair and transparent culture where lessons from previous outcomes are learned and patient safety and quality is a priority at all levels of the organisation.
Consumer Partnerships	Understand and where relevant, ensure that each patient is actively involved in their own care and treatment including families/carers wherever possible.
Effective Workforce	Develop and maintain one's own competency, skills and knowledge to ensure high quality service provision and care.
Clinical Safety and Effectiveness	Understand and where relevant, ensure, that the right care is provided to the right person at the right time, in the right place and patient outcomes are monitored and improved.
Risk Management	Be responsible for identifying and reporting risks, hazards and near misses for people in our care and participating in risk mitigation strategies.

6. Key Accountabilities

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
Drive evolution of the CRU model and ensure that the service offering of CRU continually aligns to operational needs. This includes: • Managing the unit to ensure effective, timely and efficient vacancy and shift backfill for Epworth. • Building and maintaining the footprint of permanent EFT of nurses and midwives in pool ensuring that casual labour footprint is within targets and supply is consistent. • Ensuring effective use of pool/bank/Agency human and financial resources to support unit LHPPD targets . • Driving commercial benefits through implementing “best practice” contingent workforce optimisation. • Collaborating with NUMs, Operations Managers, Site leaders and P&C to understand future staffing requirements. • Working collaboratively with Operations Managers, NUMs, Hospital Coordinators and Access and Flow staff to optimise vacant shift backfill to meet activity requirements. • Overseeing pool Grade 2 Nursing Midwifery recruitment and onboarding efforts, ensuring effective collaboration with Talent Acquisition and timely vacancy filling. • Analysing contingent staffing workforce data, trends and metrics, to make informed decisions and recommendations to NUMs for staff • Support NUMs with forecasting shift shortfall at each site, and that supports reporting into HET. • Monitoring Agency utilisation and works collaboratively with senior hospital staff to keep agency utilisation within agreed limits.	• Leads effective team processes to support the Sustainability of the centralised contingent staffing model. • Rosters filled • Build the permanent pool and rationalise the active casual footprint to agreed parameters. • Establish effective communications processes with NUMs to support inhouse Grade 2 nurse recruitment. • Establishes and implements effective processes to operationalise contingent staffing to meet daily demand at the sites. • Quality workforce forecasting reporting for senior managers • Rosters filled • Agency costs trend down relative to demand • > 65% demand shifts are filled by CRU nurses and overall supply is >80%

• Manage the allocated CRU budget within approved financial delegations, working with Finance and site leaders to monitor expenditure, forecast demand and report budget variances. • Optimise permanent, casual and agency utilisation while maintaining safe deployment and service responsiveness; escalate expenditure requests outside approved limits.	
Manage the team and the CRU service to ensure that CRU systems, policies, processes and practices comply with ACHS standards Lead a CRU quality-improvement plan and regularly review and report workforce safety, deployment quality, compliance and service outcomes. Collaborate with site nursing leaders and quality and risk teams to review clinical incidents, near misses, complaints and feedback involving CRU staff; ensure learning informs education, deployment processes and workforce risk controls, with agreed actions monitored to completion.	CRU is “accreditation ready” at all times.
Provides professional nursing leadership to the CRU Site Partners, Workforce Coordinator and CRU Educator, and clinical workforce governance across the CRU to promote safe, high-quality, person-centred care. Acts a role model, upholding patient safety and the highest standards of nursing care. Oversee processes to verify and maintain current professional registration, relevant registration conditions, mandatory training and role-specific competencies for CRU staff. Work with the CRU Educator and site education teams to address learning needs and prepare staff for the clinical environments to which they are allocated. Makes sound decisions regarding performance management or disciplinary processes for contingent staff	All nursing midwifery competencies and mandatory training is up to date for both the CRU team and the nurses and midwives working within CRU. Professional development plans in place for the CRU team
Relationship management • Actively fosters lateral and vertical relationships with colleagues and senior leaders to ensure ongoing collaboration to drive down agency costs and support access and flow	Effective collaboration to solve operational staffing problems during fluctuating activity Efficient supply of agency nurses when needed

• Actively fosters congenial relationships with external agency providers so to ensure that their supply of labour to Epworth is optimised	
Oversees the performance management framework for casuals and permanent part-time CRU staff Support staff engagement and retention, and access to professional development and clinical support across sites, in collaboration with the CRU Educator and site leaders.	Performance management review system for casuals implemented
Work collaboratively with Talent Acquisition to ensure uplift of new casuals and permanent part time staff into the pool	Uplift permanent EFT in pool to 30 EFT
System oversight-Ensures that the Shiftmatch and other workforce systems are appropriately utilised, maintained, communicated and updated to: • optimise staffing • Ensure deployment of CRU and agency staff aligns with patient acuity, receiving-unit requirements, appropriate skill mix, verified clinical competence, scope of practice and required supervision • Maintain Data integrity • Ensure correct use of Shiftmatch Maintain documented service-continuity arrangements for after-hours staffing escalation, demand surges, workforce system outages and manager absence, including clear handover, delegated responsibilities and contingency processes.	Profiles are up to date No single point system dependencies Shiftmatch data integrity is maintained
Safety and Wellbeing To ensure a safe workplace is provided for all employees and other personnel including contractors, agency staff, volunteers and students. • All employees and other personnel under the authority of the manager are fully informed of the hazards associated with their work activities, adequately trained and	• Adhere to infection control/personal hygiene precautions • Implement and adhere to Epworth OHS policies, protocols and safe work procedures • Ensure all hazards, incidents and injuries are reported in Riskman within 24 hours

instructed in safe work procedures and appropriately supervised. Participate actively and positively in the area of health and safety to reduce all hazards and incidents within the workplace • Integrate and review OHS performance in staff PDPs • Ensure all direct reports are held accountable for safety performance and actions • Promote fatigue-aware rostering and allocation practices, monitor working hours and escalate risks associated with excessive hours or insufficient recovery. • Foster a respectful culture in which staff can raise concerns about competence, supervision or deployment without fear of reprisal, and facilitate access to staff support and debriefing across sites.	• Ensure all hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes • Mandatory training completed at agreed frequency
Customer Service Epworth is committed to the provision of excellent customer service to all of our people, customers and stakeholders including patients and external suppliers. Superior patient service leads to improved healing in a trusting, caring environment and creates a safe environment for patients and employees. • Role model and actively promote a culture of high quality patient care • Provide excellent, helpful service to patients, visitors and staff • Communicate with clear and unambiguous language in all interactions, tailored to the audience • Build customer relationships and greet customers and patients promptly and courteously • Actively seek to understand patients' and their family's expectations and issues, using multiple strategies • Uses data (such as patient experience feedback) to identify opportunities for improvement in internal processes and systems that directly impact patient care and customer service	• Patient and customer service satisfaction surveys within agreed targets • Use AIDET principles in all interactions • Compliments to complaints ratios • Completes leader rounding at agreed frequency • Issues are escalated to the manager and resolved in a timely manner

7. Position Requirements/Key Selection Criteria

COMPONENT	
Qualifications	**Essential** • **Registered Nurse** with recent experience in acute and subacute care, and experience in leading a team in a fast paced environment **Desirable** • Post graduate qualifications in Nursing or Management or working towards one • Membership of appropriate professional bodies
Previous Experience	**Essential** • Demonstrated understanding of acute/subacute nursing midwifery and clinical workforce requirements • Demonstrated experience in the management of contingent staffing, ideally in a nursing pool or nurse bank context • Demonstrated experience in creating a high performing team with a customer service focus • Demonstrated competence with technology, workforce systems, and working with Excel • Analytical ability and experience in developing reports, graphs and engagement tactics that effectively communicate contingent staffing status and needs, and the call to action • Ability to communicate effectively with senior stakeholders **Desirable** • Project management • Experience working across a multi-site context • Experience working with Shiftmatch
Required Knowledge & Skills	**Essential** • Demonstrated ability to efficiently and safely deploy casual and pool staff to meet emerging staffing needs across multiple clinical units or hospitals • Resourceful problem solver with the ability to grow and develop these qualities within the team to meet staffing challenges • Ability to develop and lead high a performing team in a fast paced, dynamic, service-oriented environment. • Business acumen and understanding of LHPPD, budgeting and workforce optimisation, and the ability to make sound workforce decisions to meet budget without compromising care delivery. • High level collaboration and consultation skills to deliver service-oriented outcomes in a clinical context.

	• Understanding of clinical governance, risk, and management of quality improvement and ability to apply this to a flexible labour model. • Ability to work to budgets, meet deadlines and demonstrate initiative and drive to meet targets. • Analytical ability and experience in developing reports, graphs and narratives that communicate contingent staffing status and needs • Strong change management skills and experience, and the ability to make sound operational decisions during ambiguity. • Demonstrated understanding of the Nursing Midwifery Standards, their applicability to everyday nursing midwifery practice, and the ability to effectively manage nursing midwifery performance to regulatory standards **Desirable** • Understanding of Private Sector Healthcare • Understanding of Agency nursing and the drivers of this part of the healthcare workforce industry or ability to learn the same
Personal Attributes & Values All employees are expected to consistently work in accordance with Epworth's values and behaviours • Compassion • Accountability • Respect • Excellence	**Essential** • Strong resilience and the ability to develop and lead high performing teams • Ability to work at pace and to lead others to do the same • Ability to move from strategic to operational thinking to inform decision making • Ability to influence, see different perspectives and build confidence in change, and communicate effectively with peers and senior stakeholders • Openness to feedback and ability to make adjustments to support collaborative goal achievement. • Action orientated, empowering leader who motivates the team to be their best • Problem solver with the ability to think on their feet and make effective responses to changes in operational demand

Document Control

Date Developed:	Date Last Reviewed:	Developed and Reviewed By (Position Title):
29/11/2023	05/11/2026	Group Manager Professional Practice and Workforce Development

8. Employee Position Declaration

I have read and understand the requirements and expectations of the above Position Description. I agree that I have the physical ability to fulfil the inherent physical requirements of the position, and accept my role in fulfilling the Key Accountabilities. I understand that the information and statements in this position description are intended to reflect a general overview of the responsibilities and are not to be interpreted as being all-inclusive.

Employee Signature: _____

Print Name: _____ Date: _____