Position Description

1. General Information

Position Title:	Nurse Unit Manager
Division/Department:	Day Medical Unit
Position Reports to:	Associate Director of Clinical Services
Enterprise/Individual Agreement:	Epworth HealthCare Nurses and Midwives Enterprise Agreement 2024
Location:	Richmond
Employment Status:	Full-time
Resource Management (for Management positions only) **Number of Direct Reports:** **Budget under management:**	
Key Relationships - internal and external	• Hospital Executive and Senior Management Team (ED, DCS, ADCS, HR Manager) • Nursing Staff and all ward/unit staff (eg. ward clerk, allied health, support services, etc) • Visiting Medical Officers (VMOs) • Patients and families Peer NUMs • Any person who has cause or business to interact with the ward/unit

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 Nurse Unit Manager (NUM) is responsible for leading and managing their unit and the ongoing development of the unit from a strategic and operational perspective. This is achieved through effectively balancing and prioritising the core business activities of:

- Leading a strong clinical team to deliver timely, safe, evidence-based, person-centred clinical care to patients at Epworth HealthCare to drive optimal clinical outcomes and an exceptional patient experience.
- Building and maintaining high performing teams that operate within a performance framework to drive a culture of accountability, best practice and innovation
- Effective management of all resources within a continuous improvement framework to optimise the quality, activity, business development and financial performance of the unit.
- Overseeing the maintenance of safe clinical and operating environments to optimise safety and wellbeing and prevent injury to patients, visitors and staff.
- Contributing to the ongoing development of Epworth HealthCare's internal culture and external reputation through: - Demonstrating behaviours and attitudes that are consistent with Epworth's Vision and Values and professional nursing philosophy - Building strong and trusting relationships with internal and external stakeholders including highly effective doctor relationship management to continue building the reputation and brand of Epworth HealthCare

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-centred 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
Customer Centred Leadership **Focuses on the provision of clinical leadership in a customer centred environment.** • The NUM establishes and promotes a culture of customer service to doctors, patients, visitors, and staff. • The NUM has a 'can do' attitude that drives and implements the development and leadership of a strong clinical team to deliver timely, safe, evidence based, person centred care to patients at Epworth HealthCare in a cost-effective manner that optimises clinical, operational and financial performance. • Demonstrates knowledge and understanding of current trends and their implications for nursing practice. • Epworth HealthCare Nursing Policy and Protocols are always communicated and adhered to by team members. **Actively promotes the unit to doctors and other key stakeholders.** • The NUM is responsible for the development of an open and authentic culture with feedback processes to all staff that inform them of ward/unit/area performance and other relevant information. The NUM builds strong and trusting relationships with internal and external stakeholder to build/maintain the reputation and brand of Epworth HealthCare	1. **Patient Satisfaction** Press Ganey (Nursing) mean and percentile score 2. **Doctor Satisfaction** Rounding information (rounding log with evidence of any relevant action plans)
Streamlined and safe patient services within an optimal clinical environment Oversees the delivery of patient-centred care and implements strategies to enhance the patient experience and journey and their overall satisfaction with Epworth; ensuring this is coordinated through NUMs & other Senior Staff.	3. **Clinical Incident rate:** % achievement of quality dashboard

- The NUM leads and coordinates the patient care team (including medical, nursing, education, allied health and non-clinical support staff) in their unit to deliver high quality holistic patient-centred care in a cost effective manner.
- The NUM undertakes leadership rounding and is expected to have a strong presence in the ward/unit (e.g. attends care planning meetings).
- The NUM oversees the implementation and delivery of care within the National Safety and Quality Health Service (NSQHS) Standards.
- Benchmarks performance of unit internally and externally (quarterly).

Drives and actively improves on relevant models of care that fosters a collaborative approach to evidence-based practises.

- The NUM seeks and maintains knowledge of the current trends and issues influencing healthcare delivery at a local, State and National Level. The NUM uses this knowledge to work closely with medical, nursing and allied health staff to improve patient services.
- The NUM and senior clinical team utilise information resulting from patient incidents/advents to identify areas for improvement to influence changes to clinical practice.
- The NUM recognises the value of research in contributing to developments in nursing and improved standards of care by initiating and participating in hospital quality improvement/research activities.

Provides and maintains [as far as is practicable] a safe work environment, work practices and minimises risks to self, staff, patients and visitors.

- Ensures completion of routine safety & hazard checks as per Epworth Policy and implements and adheres to all Epworth health and safety policies, protocols and safe work procedures
- Promotes a culture of risk awareness, participates in risk management activities and proactively responds to incidents and near misses.

4. **Contribution to Teaching & Research**
   Involvement in minimum required research activities/year

5. **Safe Working Environment**
   % of Investigation and CA completed within agreed timeframes

• Ensure all hazards, incidents and injuries are reported in Riskman within 24 hours, investigated and corrective actions implemented within agreed timeframes • Ensure all employees and other personnel under the authority of the NUM are fully informed of the hazards associated with their work activities, adequately trained and instructed in safe work procedures and appropriately supervised and have access to the required equipment to complete their roles.	
<u>Leadership</u> **Undertakes appropriate workforce planning to build and maintain a strong clinical team.** The NUM is responsible for: • Ensuring the right level of seniority and skill mix in the ward/unit team and that staff have access to appropriate resources and training required to maintain strong clinical skills and adhere to the safety/quality standards within the set budget. • Ensuring each staff member has an annual performance and personal development/management plan that sets out work related goals, standards and behaviours (includes maintaining 100% compliance with mandatory and unit specific competencies every 12 months or as prescribed). • Empowering staff through leadership and role modelling to participate in support programs such as clinical supervision, mentoring, coaching and reflective practice which is conducive to a culture of learning and change. • Creating a positive environment that enables good learning experiences for students on the unit.	6. **Staff development** % of staff with PDPs completed within scheduled timeframe 7. **Team effectiveness** **i.** Sick leave rate equal to or less than target **ii.** 2 year turnover rate equal or less than target 8. **Leader Rounding** All staff are rounded on at a minimum of agreed frequency

Foster a culture of ongoing development and improvement The NUM drives a culture that enables: • Enquiry and questioning in the delivery of clinical care. • An environment that holds people accountable for areas of responsibility and actions taken. • The establishment of the practices of constructive giving and receiving of feedback and reflection. • Innovation in the way the unit is managed and/or the provision of patient care. • Opportunities to incorporate clinical research activities on the unit. **Delegation** • The NUM delegates portfolios to ANUMs & Senior Staff and acts in an advisory capacity to direct, coach and support as required. **Active succession planning and capability building in senior ward/unit leadership team.** • The NUM actively builds capability and accountability within ANUMs and senior team members in all matters relating to leadership and management of the unit/ward by delegating and monitoring portfolios.	
Access to Services **The NUM co-ordinates patient flow in and out of the unit/ ward.** This includes • The facilitation of unit-based patient flow processes that maximise patients' timely access to care • Ensuring processes are in place to enable patients' timely and effective discharge management • Appropriate allocation of patients to staff members **LOS management and review** • Facilitate processes for frequent review of LOS and comparison to optimal LOS. • Conduct casemix analysis.	9. **Access** 10am discharge rate at least target percentage 10. **Activity/LOS Management** ALOS/minutes per procedure within agreed target

• Utilise external benchmark data to drive best practice **Activity Management** • Understanding of daily requirements and forecasting activity to facilitate appropriate resource management. • Utilise information relating to VMO leave, holiday periods & other extraordinary events to facilitate appropriate resource management • Work with senior management team to identify opportunities to achieve occupancy targets.	
Operational Management **Develops strategies and actions to meet budget** • Works in collaboration with their manager and senior managers (including business managers) to implement the unit budget in a manner that ensures all resources (human, financial and physical) are used to deliver safe, high quality clinical care in a cost effective manner. • Oversees the development and implementation of nursing staff rosters that optimise staff skill mix to ensure the provision of timely, safe, high quality patient care and simultaneously enables training requirements of staff to be met. • Develops portfolios for ANUMs and senior staff for delegation. **Unit Business Planning** • Manages and monitors risks within area/s of responsibility and reports key/emerging risks and opportunities to relevant manager. • Develops an annual ward/unit operational plan in line with the divisional operational & broader strategic plans. • Benchmarks performance of unit internally and externally. • The NUM actively develops strategies and implements practices to attract, recruit and retain high performing team members and provide the optimal skill mix in the team to deliver safe high quality care to patients in the ward/unit	**11. Direct Costs** Direct costs ppd or procedure within agreed target (pharmacy, medical consumables, cleaning etc.) **12. WHPPD (or LHPOM for procedural)** WHPPD or LHPPD within unit budget **13. Labour costs** Labour rate within unit budget (includes factors such as staff mix, including %EN staff, utilisation of agency and casual staff) **14. Leave Management** Annual leave liability rate less than agreed rate

Variance Analysis & Reporting • Provides information in relation to variances against budget to management. • Seeks input and feedback from ANUMs to develop understanding of unit performance	
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 Responds quickly and proactively escalate concerns when necessary Role model and actively promote a culture of high-quality patient care and experience by ensuring that solutions, practices and procedures (such as hourly rounding, leader rounding and bedside handover) are carried out with empathy and compassion	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

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 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	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 Ensure all hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes Mandatory training completed at agreed frequency

7. Position Requirements/Key Selection Criteria

COMPONENT	
Qualifications	**Essential** • Registered Nurse or Midwife with Nursing and Midwifery Board of Australia Health Practitioner Regulation Agency (AHPRA • Management Qualification (e.g. graduate Diploma) or equivalent or working towards one or willingness to commence within agreed period • Post graduate qualification in the area of specialisation • Membership of appropriate professional body **Desirable**
Previous Experience	**Essential** • Relevant post registration clinical experience **Desirable**

Required Knowledge & Skills	**Leadership and Interpersonal Skills** • Excellent interpersonal and leadership skills that inspire the trust and confidence required to lead and manage high performing teams and build strong relationships with patients, their families and key internal & external stakeholders • Demonstrated ability to build strong relationships to work collaboratively with peers and superiors, and to contribute to organisation wide improvement and growth. • Demonstrated ability and willingness to delegate responsibilities to direct reports and support them fully through coaching and advice. • Demonstrated capability for and focus on innovation through initiating and implementing improvements to service delivery, models of care, evidence based practice and practice development. • Demonstrated track record of proactively providing opportunities and support for the professional development of direct reports and other team members. • Demonstrated resilience through maintaining equanimity and focus through challenging circumstances to drive positive outcomes. **Clinical Expertise and commitment to high quality patient care and continuous improvement** • Evidence of a commitment to patient/customer service, clinical governance and quality improvement. • Positive role model to all levels of staff in terms of commitment to the delivery of high quality patient care. • Knowledge and understanding of the National Standards for Clinical Excellence and ACHS Accreditation Standards. • Demonstrated clinical expertise in clinical advancements particularly in the speciality of the unit. **Leadership, HR and Business Acumen** • Experience in leadership roles with relevant clinical, human resource and financial management exposure. • Expertise in setting and managing elements of a budget, including strong resource management skills to optimise outcomes within allocated resources / budgets. • Demonstrated ability to lead, assist and support organisational change. • Knowledge and understanding of Legislation, OH&S principles and relevant awards. • Knowledge and commitment to Acts, Agreements and Epworth HealthCare directions, policies, procedures and staff code of conduct. • Knowledge and understanding of professional issues in nursing and the healthcare system in Victoria.

	Marketing and Growth • Capability and commitment to build strategic relationships to promote the Epworth HealthCare brand to internal and external stakeholders. **Teaching and Research** • Demonstrated willingness to teach undergraduate & postgraduate nurses, other health professionals, patients, families and groups. • Show a proactive attitude in reviewing, supporting and implementing relevant research into the clinical environment. **Broader Knowledge Base and Skills** • Computer literacy in Microsoft Applications. • An attitude of promoting a positive image of Epworth HealthCare and effective public relations management.
Personal Attributes & Values All employees are expected to consistently work in accordance with Epworth's values and behaviours Compassion Accountability Respect Excellence	**Essential** **Customer Focus** • Strong customer focus to drive holistic person-centred care to patients and provide support to carers and families. • Able to develop and maintain strong relationships with current and prospective doctors (in recognition that medical consultants are important Epworth HealthCare customers) and to strengthen their confidence that Epworth HealthCare is the service of choice for them and their patients. **Professional Development** • Committed to growing talent, building workforce capability and a future workforce pipeline including proactive recruitment and the coaching and developing of others. • Strong advocate of self-development and personal and professional learning for self and others in the unit. • Committed to the professional development of nursing staff and practices that engage and value the contributions of nurses. **Desirable**

Document Control

Date Developed:	Date Last Reviewed:	Developed and Reviewed By (Position Title):
October 2015	November 2026	Executive Director Clinical Services

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: _____