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| POSITION TITLE: Swanston Centre Nurse Unit Manager | DIVISION: Mental Health, Drugs and Alcohol (MHDAS) | |
| REPORTS TO: Program Manager Acute Intervention Services | DIRECT REPORTS: RPN4s, ANUMs, Therapy Team, Administration Staff, Family Supports and Volunteers | |
| ENTERPRISE AGREEMENT: Victorian Public Mental Health Services Enterprise Agreement 2016-2020 | CLASSIFICATION: OP51 | |
| APPROVED: | APPROVAL DATE: | |
| PRIMARY OBJECTIVE: | | |
| Provide leadership and operational management to implement the contemporary vision of inpatient service delivery of Barwon Health Mental Health Directorate, using contemporary evidence based multidisciplinary practice. The vision includes instilling a recovery oriented, consumer centred approach to service delivery including the implementation of the peer support program and advance care statements. The role will also include a coordination responsibility in relation to bed flow to ensure those most in need have timely access to beds. To engage in continuous improvement within the service and be responsible for relevant quality reporting, business planning and service development in conjunction with the Program Manager Acute Intervention Services. To be accountable to the Program Manager Acute Intervention Services for budget development and prudent resource management within relevant legislation and department guidelines; as well as collaboratively working with the Director of Nursing, Mental Health Directorate, to ensure clinical practice is aligned with contemporary nursing practices. In addition to this the role will include a significant service wide portfolio. | |
| **BARWON HEALTH VISION** – Together with our community we build healthier lives, inspired by world class standards | | |
| PRIORITIES | VALUES | |
| **Our Consumers at the Forefront**  **Our People at their Best**  **Right Care, Right Time, Right Place**  **Research, Education and Training for Excellence**  **Our Community’s Wellbeing**  **Mission**  With our consumers at the forefront, we excel in delivering efficient integrated care, education & research to advance health and wellbeing for all. | **RESPECT**  We RESPECT the people we connect with  **COMPASSION**  We show COMPASSION for the people we care for and work with  **COMMITMENT**  We are COMMITTED to quality and excellence in everything we do  **ACCOUNTABILITY**  We take ACCOUNTABILITY for what we do  **INNOVATION**  We drive INNOVATION for better care | |

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| POSITION DIMENSION & DECISION MAKING AUTHORITY: | KEY COMMUNICATION CONTACTS (INFORMED): | |
| Without referral to Manager (RESPONSIBLE)   * Day to day operational decisions of the Unit * Clinical decision making and case review of complex clients * Development of work rosters and approval of staff time sheets * Supervision of senior staff on the Unit * Recruitment to existing FTE * Authorise expenditure, invoices and petty cash allocation within delegated authority (as per BH policy) * Building and resource management (BEIMS) within delegated authority * Annual performance reviews and probationary reviews * Riskman reporting and monitoring * Team leave management * Environmental safety audits (in conjunction with OHS rep) * Education, training and supervision opportunities for staff and students within the program area * Monitoring of adherence to budgets   After Consultation with Manager or others (CONSULTED)   * Business Planning and Service Development * Budget Planning * Managing complex operational/staffing issues including performance management and work cover, complaints etc. * Approval of overtime/spending outside agreed budget or beyond delegation authority * Complex organisational risk management * Change in team business rules   Referred to Managers or others (CONSULTED)   * Major service development * Unresolved human resources issues * Contractual/Partnership agreements | **Purpose/Frequency of Contact** | **Contact/Organisation** |
| * Program Manager Acute Intervention Services * Program Medical Director Acute Intervention Services * Clinical Director * Co-Director * Mental Health Directorate members * Clinical Coordinators and medical staff across the service * NUM CRF/PARC * Senior Disciplinary Advisors * Other Agencies | * Line management and strategic leadership support * As required for communicating medical issues relating to the acute unit * As required for communication and wider service issues * Communication regarding major operational issues relating to the Acute Unit * As required for communication and wider service issues * As required for delivery of care to the client group * As required for coordination of bed flow in and out of the unit. * As required for disciplinary specific matters * As required for delivery of care to the client group |

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| KEY ACCOUNTABILITIES: | | |
| Key Result Area | Major Activities | Performance Measures |
| • Effective, high quality and responsive leadership and operational management of the Swanston Centre Acute Unit | * To assist in the development and implementation of the Barwon Health Mental Health Directorate vision for the inpatient facility moving the service towards recovery oriented practice. * To implement and maintain a dynamic, contemporary multidisciplinary service which meets best practice, quality and safety standards and is responsive to the needs of consumers, carers and the wider community. * To act as a role model of contemporary evidence based practice providing professional, expert advice in the delivery of acute mental health care. * Ensure that the relevant provisions of the current Mental Health Act are followed. * To implement a system of peer support for the inpatient facility. * To be a leader in the implementation and use of Advance Statements within the service. * To implement a model of care for nursing and the multidisciplinary team system for assessing the needs of each consumer and the planning of active and targeted interventions. * To proactively monitor bed flow and liaise with community teams, triage, PARC and medical staff to prioritise bed availability for consumers in greatest need of the acute mental health service * To ensure the Acute Unit is actively engaged in University Hospital Geelong Bed Flow / Demand management processes * To work with the Emergency Department to ensure timely flow of consumers into the Unit. * To engage in professional development with respect to contemporary clinical practice in acute mental health service delivery * To instill a Recovery Orientated, consumer focused service and environment. * To provide leadership which promotes engagement of the staff and incorporates a coaching style. * To participate in senior management and leadership forums within the Mental Health Directorate * To attend relevant Senior Barwon Health Nursing Forums/ Meetings to represent the needs of the acute unit and contribute to forum actions and outcomes * To communicate with staff on a regular basis through business meetings and staff development days | * Development of an implementation plan for the Mental Health Directorate vision for the inpatient facility * Progress update of the implementation plan of the vision * Annual update of clinical guidelines that reflect contemporary best practice for acute mental health care * Adherence to relevant provisions within the Mental Health Act. * Evidence of progress of implementation and sustainability of a peer support program * Evidence of the implementation, sustainability and use of Advance Statements * Coordination of internal bed flow meetings * Active participation in Barwon Health wide bed flow strategies * Acute Unit occupancy rates * Evidence of attendance at own line management and supervision meetings * Evidence of identification of own training needs * Evidence of consumer and carer engagement in service development activities. * Behaviour demonstrates engaging leadership style * Evidence of attendance at forums * Evidence of meetings i.e. minutes * Evidence of meeting attendance and active contributions |
| Service and Business Planning | * To develop the Acute Unit business plan which is consistent with the overall Barwon Health Strategic Plan * To work with the Program Manager AIS, and the Director of Nursing - Mental Health Directorate to develop and engage staff in new service initiatives and improvements relevant to clinical area * To develop and prepare relevant policies and procedures pertaining to clinical area * To assist in the preparation of budgets for the Acute Unit * To actively monitor expenditure and private billing income to ensure alignment with budget plan * To be responsible for the monitoring of budgets against targets and advise Program Manager AIS of variance against budget * Ensure appropriate equipment is purchased, maintained and utilised to maximise efficiencies and effectiveness * To monitor resources to the program area and liaise with the Program Manager AIS for issues beyond the position financial delegation * Actively participate in both internal and external planning and operational and strategic committees. Prepare submissions and reports as required | * Completion of annual business plan including review of previous years achievements * Documented evidence of new initiatives through the improving care register * Evidence of completion of relevant policies and procedures * Development of annual budget in conjunction with the Program Manager AIS * Regular reporting to Program Manager AIS of variances against agreed budget * Evidence of cost effective use of resources * Evidence of participation in relevant strategic committees. |
| Effective Workforce and Leadership Responsibilities | * To develop and maintain staff rosters and authorise time sheets and leave applications to ensure efficient use of staff resources. * To ensure recruitment, induction and orientation of appropriately qualified staff to meet the service requirements. * In conjunction with the Program Manager AIS develop an environment that encourages commitment, creativity, participation, ownership, achievement and recognition * To ensure supervision is provided to staff and students * Demonstrate responsibility for ensuring staff have the necessary skills to carry out their role * To complete annual staff appraisals and address any performance management in accordance with Barwon Health Policies and Procedures. * Attend to own professional development needs with respect to leadership training and development | * Development and maintenance of rosters within timeframes and budgets * Evidence of regular monitoring of patterns of leave including management of annual leave, sick leave and LSL * Selection of best fit staff to benefit both the Acute Unit and Barwon Health requirements * Evidence of competency in Mercury IT recruitment system * Evidence of regular clinical team meetings including meaningful multidisciplinary participation * 95% compliance with all line supervision requirements. * Knowledge of compliance with registration/practicing certification requirements for all clinical staff * Completion of performance appraisals within timeframes set by Mental Health Directorate * Completion of individual annual performance review and plan including identification of own professional development needs |
| Quality and risk management | * To foster a quality improvement culture within the Swanston Centre Acute Unit * Develop, manage and support team members to initiate and complete minor quality improvement initiatives * Discuss and analyse team data provided through the quality and risk management framework and team specific recorded data with Program Manager AIS to support ideas for continuous improvement activities. * Liaise with consumer consultants and community visitors in relation to feedback relevant to service delivery. * Regular review of and response to Riskman incident data. * Responsiveness to complaints from individuals and/or MHCC * In conjunction with senior discipline advisors monitor the standards of discipline specific practice and effectiveness of the services delivered within the Acute Unit. * Ensure clinical practices meet Accreditation, National Mental Health Standards and specific identified codes of professional practice through collaboration with other senior clinical and management staff and the quality improvement process. * Establish, develop and maintain strategies and processes for the effective monitoring, evaluation and improvement of the quality of patient services at the Acute Unit. | * Evidence of Quality Improvement Activities in the Improving Care Register * Evidence of monitoring and dissemination of relevant performance data to the staff group * Active participation in community visitors meetings * Evidence of timely response to riskman reporting * Participation in root cause analysis, case reviews and team self-assessments where indicated as an appropriate response to a recorded incident under the guidance of the Program Manager Acute Intervention Services * Compliance with all Mental Health Directorate clinical team audits and recommendations * Participation in accreditation audits and activities * Complaints managed and resolved |
| Information Management | * Displays and promotes correct documentation techniques and initiates regular documentation auditing to ensure legal, professional and organisational standards are met and maintained * Abide by the Organisation’s requirements pertaining to appropriate Information Security and Information Management regulations and report an accidental or malicious breach of these regulations to the appropriate department * Ensure patient information is accurate and only released in line with the Health Records Act requirements | * Documentation audits |
| Occupational Health and Safety(OHS) | * Be familiar with and ensure that all appropriate actions are taken to implement OHS policies and procedures and that legislative requirements are met within the service * Report any incidents or potential hazards in accordance with Barwon Health policies and procedures including effective reporting via RiskMan * Assist in the planning, development and implementation of OHS measures * Demonstrates a commitment to health and safety in line with Barwon Health OHS policies, procedures, training requirements and legislative/regulatory requirements, driving a high standard for others to follow * Investigates OHS incidents and hazards involving direct reports and implements controls to reduce future risk * Supports the Injury Management/Return to Work process for any direct reports who sustain a work related injury or illness * Performs the role of area/department emergency warden if designated as the area/department person in charge | * Evidence via line management records of compliance with OHS policies and procedures * Participation in team meetings where key OHS issues are discussed and resolved * Evidence of hazard and incident reporting using RiskMan, and of OHS investigations occurring when a work related injury/illness has been sustained by a direct report/team member * Evidence of participating in the Injury Management/Return to Work process when a work related injury/illness affects a direct report/team member * Maintains compliance with mandatory OHS training requirements for both self and team |
| Other Duties | * Exhibits a commitment to the Barwon Health’s values including team based above and below the line behaviours * Undertake special projects or reports required by the Manager on a wide range of issues * Report all incidents through the incident management system * Practice in accordance with the relevant health care or industry standards * Demonstrate an understanding of appropriate behaviours when engaging with children * Complete mandatory training and education * Comply with relevant Barwon Health policies and procedures * Participate in quality improvement activities * Perform all other duties as directed within the limits of skill, competence and training to maximise flexibility and effectiveness | * Barwon Health values modelled at all times * Professional Development Review * Demonstrated use of incident management system * Adherence to applicable health care or industry standards * Demonstrated completion of mandatory training * Adherence with Barwon Health policies and procedures * Adherence with Child Safe Standards * Active participation in required quality improvement activities |

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| KEY SELECTION CRITERIA – LEADERSHIP CAPABILITY FRAMEWORK: [Leadership Capabilities](https://onepoint.barwonhealth.org.au/corporate/workforce-and-culture/Developing%20your%20Workforce/_layouts/15/WopiFrame.aspx?sourcedoc=/corporate/workforce-and-culture/Developing%20your%20Workforce/Documents/Leadership%20Capability%20Framework.doc&action=default&DefaultItemOpen=1) - Leading Others | | | |
| AWARENESS OF SELF | COMMUICATE | RELATIONSHIPS | RESULTS |
| **Builds and maintains resilience:**   * Persists and focuses on achieving objectives, even in difficult circumstances * Encourages others to take a resilient and optimistic approach at work | **Communicates clearly:**   * Uses non-threatening language to address and defuse challenging situations before they escalate * Provides rationale for decisions * Shares information and keeps others informed and up-to-date about what is happening * Explains complex information using language appropriate for the audience | **Works in teams:**   * Gains trust and support of others * Implements formal and informal team-building activities * Fosters teamwork and rewards cooperative and collaborative behaviour * Resolves team conflict using appropriate and respectful strategies | **Supports a shared purpose and direction:**   * Shows personal commitment to the **mission, vision and values of Barwon Health** * Provides direction to others regarding the purpose and importance of their work aligned with the **mission, vision and values of Barwon Health** |
| **Demonstrates commitment to personal development:**   * Critically analyses own performance * Is open to feedback and is responsive in adjusting behaviour | **Listens, understands and adapt to others:**   * Assesses the emotions of others and then adapts words, tone, and gestures accordingly * Encourages others to share their view point and ideas | **Develops others:**   * Takes time to understand the career objectives of team members * Provides coaching, training opportunities for team members * Promptly identifies and constructively addresses under-performance * Attracts and selects new staff that live the **Barwon Health Values** | **Displays openness to change:**   * Encourages others to be flexible and understand the impact of and benefits of change * Recognises and reinforces the behaviours of those who embrace change |
| **Exemplifies personal integrity and professionalism:**   * Models the **Barwon Health Values** and **Code of Conduct**, * Confronts and deals with inappropriate behaviours in alignment with the **Barwon Health Values** and Code of Conduct * Demonstrates consistency between words and actions | **Influences positive outcomes:**   * Establishes credibility * Listens to and evaluates differing ideas * Discusses issues credibly and thoughtfully * Promotes awareness and support staff to implement health literacy principles in practice aligning with the [Health Literacy Strategy](https://system.prompt.org.au/Download/Document.aspx?id=34496263&code=493E8691A27329126119420AD62ABBE7) | **Values individual differences and diversity:**   * Encourages the exploration of diverse views * Creates inclusive teams in which a diversity of people feel they are valued and respected * Discerns the differing and preferred working styles of individuals and uses this information to enhance the operation of teams | **Takes accountability for achieving quality and excellence:**   * Challenges self and the team to achieve high quality results aligned with **mission, vision and values of Barwon Health** * Looks for new or better ways of doing things and takes action |

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| **KEY SELECTION CRITERIA - SPECIALIST KNOWLEDGE:** |
| **QUALIFICATIONS -**  ESSENTIAL:   * Registered Psychiatric Nurse Division 1 (i.e. Post Graduate Diploma in psychiatric/mental health nursing or completion of a specialist undergraduate psychiatric nursing program or a specialist post basic course of training leading to previous registration as a Division 3 Nurse) * Current registration in the register of nurses of the National Midwifery and Nursing Board of Australia. * Current Victorian Driver’s License * At least 5 years’ experience in psychiatry or related field   DESIRABLE:   * Tertiary management and leadership qualifications or a willingness to work towards same   **EXPERIENCE and/or SPECIALIST KNOWLEDGE–**  ESSENTIAL:   * Highly developed leadership skills in particular with respect to fostering an engaged team culture and leading and facilitating change. * Thorough knowledge of the objectives and provisions of the Mental Health Act 2014. Knowledge of other relevant legislation * Demonstrates compliance with the Nursing and Midwifery Board of Australia registration standards * A well-developed understanding of recovery oriented service delivery in the acute setting. * A demonstrated advanced level of clinical skills in the provision of care to consumers with major mental illness * A commitment to continuous improvement and innovation * The ability to maintain effective working relationships in an environment which is often pressured and characterised by competing demands   DESIRABLE: |