

Eastern Health

POSITION DESCRIPTION

Position Title:	Associate Nurse / Midwifery Manager
Award Classification:	AN/MM as detailed in Enterprise Agreement
Award / Agreement Name:	Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2020-2024 Victorian Public Mental Health Services Enterprise Agreement 2021-2024
Position Reports to:	Nurse / Midwifery Manager or delegate

EASTERN HEALTH – HEALTHIER TOGETHER

Eastern Health is one of Melbourne’s largest metropolitan public health services. We provide a comprehensive range of high quality acute, sub-acute, palliative care, mental health, drug and alcohol, residential care, community health and statewide services to people and communities that are diverse in culture, age and socio- economic status, population and healthcare needs.



POSITION PURPOSE

The role of the Associate Nurse/Midwife Manager (AN/MM) is to support the Nurse/Midwife Manager (N/MM) and act in their role when required. This is a position of clinical leadership and accountability that aligns with Eastern Health's Clinical Governance and operational management structures.

The AN/MM works with the N/MM to provide effective coordination, and efficient management of the designated Unit/Department in line with the relevant Program and Eastern Health Strategic directions.

This position provides clinical leadership through support and education to patients/clients and nursing/midwifery staff within the ward/unit. The AN/MM, together with the N/MM, forms part of the Unit management team responsible for patient/resident centred, high quality clinical care, and with the support of their Director of Nursing/Midwifery and Operations, ensure that professional standards, codes and behaviours that are legislated through Nursing & Midwifery Board of Australia (NMBA) and Eastern Health (EH) standards, policies and guidelines are upheld.

KEY ACCOUNTABILITIES

Healthcare Excellence
<ul style="list-style-type: none">• Works collaboratively with the N/MM to develop the systems, processes and projects required to ensure efficient, effective and responsive operation of the allocated work unit in line with the organisation's strategic direction. Deputise for the N/MM when required.• Work in conjunction with the N/MM to establish effective and timely communication with patients/residents, team members, program leads, other EH departments and the public.• Ensure personal and Unit compliance with relevant Acts, Agreements and Eastern Health Directions, Policies, Procedures and Staff Handbook and Code of Conduct.• Ensure that all administrative functions are completed within the mandates of the position, including Program, Nursing/Midwifery or site driven reports and/or documentation. This includes the management of required resources within the unit.• Undertakes investigation of incidents and risks that present / occur within unit and provides timely completion of necessary reports against actions to minimise further events or risks.• Assist the N/MM in addressing practices that are not consistent with standards, policies, guidelines, procedures and evidenced based research.• Manage any portfolio responsibility as delegated by the N/MM.• Assist the N/MM to drive timely and effective patient/resident flow through the unit, and work with all relevant departments to ensure access and discharge planning initiatives are implemented at the unit level.• Ensure staff treat all patients, clients, residents, visitors and staff in a courteous and non-discriminatory manner. Provide an efficient and customer focussed service.• Employ the skills of timely and effective communication with healthcare personnel to guide and achieve optimal patient/resident performance outcomes.
Leading in Learning
<ul style="list-style-type: none">• In conjunction with the N/MM, work with the Occupational Health & Safety (OH&S) coordinators to identify and rectify hazards in the unit area, and raise awareness of OH&S issues as they arise.• Work with the N/MM to ensure that all nursing practice within the designated Unit is within the philosophy, intent, and standards prescribed by NMBA and Eastern Health standards, policies, guidelines and procedures.• Ensure all nursing staff within the Unit work within their scope of practice ensuring appropriate levels of supervision and delegation• Facilitates and participates in the delivery of models of education to Unit staff (including those undertaking undergraduate and post graduate education)

- Act as part of the unit’s nursing/midwifery clinical leadership team, providing support and education to team members, mentors and oversees inexperienced team members, and assists the N/MM to drive a culture of professional development within all levels of nursing staff within the unit.
- Assist the N/MM to manage staff recruitment, retention strategies and discipline for the assigned work Unit in accordance with Eastern Health standards, policies and guidelines, and professional standards. Manage work practices in accordance with award agreements and entitlements.
- Ensure all staff are able to work in a non-discriminatory and harassment free environment.
- In conjunction with the N/MM, ensure all clinical staff have active performance development plans that are reviewed at least annually. Assists with the development of systems to ensure that all clinical staff are measured against and comply with the specific competencies that may be prescribed from time to time by the Eastern Health Nursing/Midwifery Council.
- Manage training requirements specified by the N/MM and ensure the accurate documentation to provide evidence of this training is maintained.

Leading in research and innovation

- Assist the N/MM to promote a culture of continuous service improvement within the unit by monitoring standards of service and practice through the Eastern Health Quality Framework and leads the unit team to ensure that interventions are designed and implemented to address areas which fail to meet standards.
- In consultation with the N/MM lead the initiatives of the Great Care Everywhere Program (e.g. Productive Ward Program), as relevant to the department or unit, with particular focus on Nursing Standards.
- Work in conjunction with the N/MM to develop and progress Improvement Plans (IIPs) in line with Program and Nursing/Midwifery and EH Strategic Plans.

A Values-Based, Safe Workplace

- Eastern Health is committed to provide and maintain a working environment for all staff that is safe and without risk to health.
- Required to take care of their own health and safety and the health and safety of any other person who may be affected by your acts or omissions at the workplace.
- Recognise and alleviate potential risk which may jeopardize your health, safety and wellbeing.
- Understand responsibilities and accountabilities to yourself and others in accordance with OH&S legislation and Eastern Health policies and promote a working environment that is congruent with these guidelines.
- Identifies and reports all clinical and OHS incidents and near misses, in particular those related to Occupational Violence, Manual Handling and Slips, trips and falls.
- Required to comply with all state legislative requirements in respect to the Occupational Health and Safety Act 2004 and the Workplace Injury Rehabilitation and Compensations (WIRC) Act 2013.
- Implements harm minimisation strategies for at-risk individuals.
- Treats all employees of the organisation with respect and dignity and without discrimination or harassment.

Quality

As a staff member of Eastern Health staff are required to comply with Eastern Health performance standards and participate in continuous monitoring and improvement as part of your role. You are also required to comply with legislation, professional standards and accreditation standards.

As a staff member employed by Eastern Health services you must have and maintain the appropriate skills and knowledge required to fulfil your role and responsibilities within the organisation. In addition, you must ensure that you practice within the specifications of this position description, and where applicable within the agreed scope of practice.

You are responsible for ensuring safe high quality care in your work. This will include complying with best practice standards, identifying and reporting any variance to expected standards and minimising the risk of adverse outcomes and patient harm. In addition, you will ensure that service and care is consistent with the EH approach to patient and family centred care.

KEY SELECTION CRITERIA

Qualifications:
<p>Essential:</p> <ul style="list-style-type: none"> • Registration with the Nursing and Midwifery Board of Australian (NMBA) via AHPRA <p>Desirable:</p> <ul style="list-style-type: none"> • Post Graduate qualifications relevant to the position and/or leadership and management • Research, publication and public presentation skills
Experience:
<ul style="list-style-type: none"> • Has reached a level of proficiency in a relevant clinical/service field • Previous experience in a supervisory or CN/MS role • Experience in facilitating change to work practices in a health care organisation
Knowledge and Skills:
<ul style="list-style-type: none"> • Understanding and commitment to professional standards, codes and behaviours as legislated through the Health Act, Nursing Midwifery Board of Australia, other relevant professional bodies and Eastern Health Policy, Standards and Practice Guidelines. • Awareness and understanding of National Standards and Accreditation Standards. • High level communication, written and verbal, with demonstrated high level of inter personal skills with consumers, their families and all health care professionals. • Commitment to ongoing professional development
Personal Attributes:
<ul style="list-style-type: none"> • Exhibit behaviour which reflects the Eastern Health values and NMBA Codes and Standards. • Promote and contribute to a supportive and engaged team environment. • Committed to providing a safe environment for all.

Eastern Health's Promise
<p>Our promise to our communities, patients, consumers and staff is that we will be HEALTHIER TOGETHER. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future.</p> <p>Our values are ones in action and are the behaviours that matter most.</p> <ul style="list-style-type: none"> ✓ Respect for all ✓ Safe always ✓ Partnering in care ✓ Learning and improving everyday

Learning from the challenges of the past and looking to the future, we understand that we are building towards a more engaged, ore reliable, always safe health service in partnership with our people to improve every day.

Attachments:

- Attachment 1 – Key Result Areas /Key Performance Indicators
- Attachment 2 – EH Nursing & Midwifery Domains of Practice Professional Framework

Statements included in this position description are intended to reflect in general the duties and responsibilities of this position and are not to be interpreted as being all-inclusive.

Prior to accepting any offer of employment, prospective employees will be required to read and commit to the Eastern Health Code of Conduct, including (but not limited to) issues of Occupational Health and Safety, Equal Opportunity and Confidentiality.

Vaccination against infectious disease is a mandatory requirement of this role. An offer of employment is conditional on you providing evidence that you are currently vaccinated against COVID-19, prior to commencing employment.

I confirm I have read, understood and accepted the Position Description and associated attachments.

Employee Name:

Employee Signature:

_____ Date: _____

Attachment 1

Key Result Areas /Key Performance Indicators

In collaboration with the N/MM the AN/MM has responsibility to monitor and respond to Unit service delivery within the EH Clinical Framework, and the Domains of Nursing/Midwife Practice as outlined in the NMBA Practice Standards.

The AN/MM is accountable for responsibilities as delegated by the N/MUM to assist achievement of unit KPI's:

Healthcare excellence:

- Nursing & Midwifery Staff compliance with Scope and Domains of Practice
- Meet Eastern Health access, activity and target indicators as defined by KPI Scorecard
- Program specific indicators pertaining to consumer satisfaction
- Maintain activity actual against target
- 100% of rostering practices meet EBA requirements and Eastern Health Guidelines

Leading in Learning:

- 100% achievement of allocated Staff have feedback & development plans completed (including leave and professional development plan)
- Learners are supported, and report high satisfaction rates with placement experiences
- Complaints and compliments management within identified timeframes

Leading in research and innovation:

- Oversees and drives the initiatives of the Great Care Everywhere Program and other improvement programs (e.g. Productive Ward Program) relevant to the department or unit.
- Progress of Improvement Plans
- Program specific indicators pertaining to consumer experience

A values-based, safe workplace:

- Rate of incidents are reviewed within identified time frames and actions are implemented, including:
 - Falls
 - Pressure injuries
 - Medication errors
 - Infection rates
 - Indicators specific to the care delivery of the unit

ATTACHMENT 2 – NURSING & MIDWIFERY DOMAINS OF PRACTICE

The **Nursing Midwifery Domains of Practice** resource has been developed by the Eastern Health Nursing Midwifery Executive using the domains of nursing as identified by Ackerman et al. (1996)(1) and the National Common Health Capability Resource (2013). Its aim is to support the individual clinician by promoting common behaviours and skills which comprise and represent the complex role of nursing and midwifery.

There are five domains of practice which are considered integral components of the role of all Eastern Health nurses and midwives; comprehensive patient care, support of systems, education, research and professional leadership. (See summary at Table 2)

Recognising that the level of skills acquisition will be dependent on nurses and midwives' specific roles and experience, the domains have been referenced to the 'novice to expert' skills acquisition model first developed by Dreyfus(2) and adapted for nursing by Benner.(3)

Behaviours are specified at five different levels, and reflect an increasing degree of autonomy, complexity, awareness and activity being performed.

Table 1: Summary of Behaviour Levels

Novice	Advanced Beginner	Competent	Proficient	Expert
Works within a known and stable context , consulting when abnormalities arise before taking action	Works within a known and stable context , consulting when abnormalities arise	Acts independently in routine situations within scope, and responds to known dilemmas	Acts independently in complex situations within scope, and responds to unknown dilemmas	Provide vision and direction and shape and implement strategies and initiatives that enable others to perform as required

Levels do not equate to roles or hierarchy within the workforce. Instead, the levels reflect what level of behavioural skill is required to achieve the desired care goals or outcomes in a given situation. Levels should be treated as cumulative, meaning that behavioural indicators at subsequent levels in the scale should be read in conjunction with the behaviours specified at any lower level.

Some levels may serve as an aspirational standard in some instances, rather than accurately reflecting behaviours of current practice. Where a gap exists between current and future practice behavioural skill requirements, there should be aspiration to meet the standard specified to enhance or effectively meet individual and community health needs.

Table 2: Domains of Practice

Domains of Practice				
Direct comprehensive care	Support of systems	Education	Research	Professional leadership
<ul style="list-style-type: none"> • Patient history • Patient assessment • Perform and deliver care • Monitor & Evaluate Care 	<ul style="list-style-type: none"> • Planning for the Future • Safety and Quality • Recruitment & Retention 	<ul style="list-style-type: none"> • Education of patients & families, relationship building • Own professional education • Professional education of others 	<ul style="list-style-type: none"> • Knowledge of research evidence relevant to area of practice • Involvement and dissemination of research 	<ul style="list-style-type: none"> • Professional conduct • Accountability