

hardygroup

South West
Healthcare



CANDIDATE INFORMATION PACK

UNIT MANAGER EMERGENCY

SOUTH WEST HEALTHCARE



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EXECUTIVE SUMMARY

Southwest Healthcare (SWH) is the largest sub-regional health service in Victoria providing acute, mental health, rehabilitation and aged care together with a range of primary and community health service across the south west catchment of Victoria. SWH is a major specialist referral centre for the Barwon South West sub region, with 282 beds, 15 of those in the emergency department. SWH employs over 1400 staff, services a population of 110,000 plus, and sees over 25,000 presentations per year.

The new Nurse Unit Manager - Emergency, will provide leadership to the ED team and in partnership with the Director of Emergency will provide leadership for aspects of Service provision including, resuscitation and advanced clinical practice. The incoming NUM will be responsible for the management of human, financial and physical resources to ensure well planned and coordinated services and will join SWH at a time of growth through service reform and proposed redevelopment plan for the hospital which will increase emergency cubicles to 31 beds. The incoming NUM will foster a culture of collaboration with the other departments and bring cohesion to driving effective patient flow systems that allow the service to meet key targets and provide patient centred care.

The new NUM will be an accomplished manager with a minimum of three years nursing experience as NUM/ ANUM in ED. With a reputation for effective resource and budget management and the leadership attributes and character to collaborate strongly with the Emergency Director and clinicians the NUM will have a key role in delivering outcome directed, sustainable high-quality care and patient centredness.

SOUTH WEST HEALTHCARE

VISION:

Outstanding healthcare in partnership with our regional community.

MISSION

To provide a comprehensive range of high-quality health and wellbeing services for people in South West Victoria.

VALUES

Caring We are compassionate and responsive to the needs of users of our service, their families, our staff and volunteers.

Respect We behave in a manner that demonstrates trust and mutual understanding.

Integrity We are transparent and ethical in all that we do.

Excellence We continually review and analyse performance to ensure best practice.

Leadership We set clear direction that encourages team work, innovation and accountability

(Annual Report 2016-2018)



110,000 people live in **South West Victoria**, a vibrant region consisting of the five Local Government Areas of **Warrnambool City** and the Shires of **Corangamite, Glenelg, Moyne** and **Southern Grampians**. The major city, Warrnambool, is one of the fastest-growing regional cities in Victoria. Major primary industries include health, education, retail, tourism, dairy, food production, manufacturing, meat processing, professional services, new-age energy, timber, aluminium and mineral sands.

SERVICES

South West Healthcare (SWH) is the largest sub-regional health service in Victoria; providing acute, mental health, rehabilitation, and aged care

together with an extensive range of primary and community health services across the south west catchment. As the major specialist referral centre for the Barwon South West sub-region, SWH provides a comprehensive range of specialist services SWH provide 150 medical, nursing, mental health, allied health and community health services.

Hospitals are based at:

- Warrnambool (the organisation's headquarters)
- Camperdown

Mental Health Services offices are based at:

- Warrnambool (headquarters)
- Camperdown
- Hamilton
- Portland

Community Health Services are based at:

- Warrnambool (headquarters)
- Camperdown x 2 (including an adult day centre)
- Macarthur
- Lismore

Aged Care Facility is based at:

- Camperdown (on the grounds of our Camperdown Hospital)

Dental Services

- Warrnambool (headquarters)
- Camperdown
- Hamilton

QUALITY PROGRAMS

South West Healthcare are committed to continuous quality improvement and strive for best practice.

CONTRIBUTION TO THE COMMUNITY

South West Healthcare are the region's largest employer: 1,419 people work for South West Healthcare. The local economy benefits to the tune of approximately \$112m per annum.

(Annual Report 2016-2018)

THE STATEMENT OF STRATEGIC DIRECTION OF SOUTHWEST HEALTHCARE:

1. PARTNERING WITH OUR COMMUNITY

We will develop strong and enduring relationships with our communities and partner organisations.

2. DRIVING A QUALITY AND SAFETY CULTURE

We will provide high quality health and wellbeing services. We will provide an organisational culture that is safe and risk aware.

3. DELIVERING EFFICIENT SERVICES AND INFRASTRUCTURE

We will maintain our financial viability and sustainability. We will provide the highest quality facilities, equipment and information technology infrastructure.

4. DEVELOPING A HIGH PERFORMING WORKFORCE

We will strengthen the existing culture that attracts, supports and retains high calibre people. We will develop a teaching and research profile that stimulates service delivery improvement.

5. ENCOURAGING SERVICE INNOVATION

We will continue to build an integrated, accessible service that is responsive to the needs of our community.

For complete Strategic Direction Document please see below links

[Statement of Strategic Direction 2014-2019](#)

[People and Culture Strategic Plan 2015 -2020](#)

UNIT MANAGER EMERGENCY

POSITION PURPOSE

The Unit Manager /NUM is responsible for the effective and efficient management of the human, physical and financial resources within the Emergency Department. The NUM actively leads the ED team in a consultative and participative manner ensuring well planned and coordinated services to clients and their families and providing clinical leadership to foster patient focused and outcome directed nursing care.

The role also provides leadership and direction for sub regional emergency services. In conjunction with the Director of Emergency Department provide leadership for aspects of Emergency Service provision particularly in the domains of resuscitation and advanced clinical practice.

KEY DUTIES AND RESPONSIBILITIES

Planning & Monitoring

- Participate in the overall strategic planning of the organisation.
- Provide unit-based direction through clear and effective plans, policies and procedures including business planning
- Participate in negotiations and discussions to identify human, financial and physical resource requirements.
- Monitor the cost-effectiveness, efficiency and productivity of resource utilisation in response to clinical activity and take required corrective action.
- Conduct cost/benefit and needs analysis in relation to development of reports or submissions for unit performance, physical design changes, service delivery or additional/replacement equipment.
- Initiate, implement and monitor agreed work practices and management strategies.
- Monitor VEMD data collection to ensure reporting requirements are met. Benchmark data and develop strategies to address any identified deficits
- In conjunction with O.H.&S Manager, ensure emergency plans for CPR, multiple casualties, trauma, and Code Brown are comprehensive, communicated and tested appropriately
- Liaise with other wards/organisations to ensure appropriate and well-planned transfer.
- Establish and communicate time frames and priorities for unit-based achievements both on a daily and longer-term basis.
- Ensure ongoing achievements and quality improvement through the establishment of a unit-based plan identifying priorities and time frames.

Management & Leadership:

- Provide advice and support to sub-regional emergency services on policy development, equipment, departmental design and resources
- Participate in overall clinical management by fulfilling the Clinical Co-ordinators role.
- Utilise recruitment and selection skills to ensure appropriate appointment of personnel.
- Assume responsibility for the overall co-ordination of patient services and relevant programs as delegated.
- Develop and maintain professional relationships and foster a team approach to client and family care.
- Provide effective leadership to promote a cohesive healthcare team.
- Provide direction to staff, keeping them up to date with the vision and purpose of the Department and organisation.
- Remain conversant with employment law, EEO, industrial relations and Occupational Health and Safety legislation.
- Regularly meet with staff to identify goals and strengths and respond to problems and training needs.
- Network with relevant community and regional professional groups.
- Assist sub-regional emergency services with specific patient care issues through available technology and by providing feedback.
- Monitor staff responsiveness to customer needs and ensure effective response to complaints, incidents and accidents.
- Monitor staff satisfaction regarding work requirements and environment and take appropriate action.
- Regularly review service standards to ensure continuous improvement.
- Participate in the development and review of the health services policies, processes and procedures.
- Encourage health promotion and illness prevention specific to the needs of individuals.

Personal & Professional Skills:

- Accept responsibility as a professional role model.
- Utilise appropriate problem-solving skills, identifying a range of alternative solutions and seeking advice appropriately.
- Develop and deliver specific education programs for the sub-regional services
- Provide a resource for education and policy development around emergency related practices and processes
- Delegate effectively through the provision of clear instructions and expectations.
- Respond to issues and problems promptly to minimise or effectively manage any impact.
- Adapt readily to changes in direction or strategies affecting healthcare.
- Contribute to relevant meetings and forums by being well prepared.
- Adequately represent stakeholders at meetings and forums.
- Promote a learning environment.
- Maintain current knowledge in relevant area of practice.
- Identify and manage conflict, aiming to achieve the most successful outcome for all.

- Develop personally and professionally through networking appropriately and maintaining up to date knowledge on health issues, practices and technology.

View the required skills, experience and knowledge in the [Position Description](#).

SELECTION CRITERIA

1. A Registered Nurse holding a current Registration Certificate as required by AHPRA.
2. Role models the South West Healthcare values.
3. A minimum five years post-graduate nursing experience and three years nursing experience as NUM/ANUM in an Emergency Department.
4. Demonstrated clinical assessment skills and recent advanced nursing care of the critically ill patient, with the use of evidence-based practice.
5. Demonstrated understanding of and commitment to the principles of patient focused care and patient feedback.
6. Demonstrated problem / conflict solving, team building, role model and change management skills which is open to reflection and values individuals.
7. Demonstrated commitment to ongoing self-development and staff development.
8. Demonstrated ability in quality improvement and risk focused approach to decision making.
9. Demonstrated ability to effectively manage resources within budgetary constraints.
10. Demonstrated effective oral and written communication skills.
11. Computer literacy.
12. Demonstrated ability to develop and nurture staff with responsibilities for performance improvement activities and education initiatives in the Emergency Department and across the organisation.
13. Graduate Certificate / Graduate Diploma in Critical Care / Emergency Nursing or equivalent and Management

Desirable:

14. Belong to relevant professional organisation.

QUALIFICATIONS

The incumbent must be:

- A Registered Nurse holding a current Registration Certificate as required by AHPRA
- A minimum **five years post-graduate nursing experience** and three years nursing experience as **NUM/ANUM** in an **Emergency Department**.
- Graduate Certificate / Graduate Diploma in Critical Care / Emergency Nursing or equivalent and Management

Desirable:

- Belong to relevant professional organisation.

CHALLENGES

Major challenges currently associated with the role include:

Provide flexible solutions to meet key performance indicators (KPIs) such as the National Emergency Access Targets (NEAT), SWH has been challenged to meet this target. To assist with meeting the targets SWH has been participating in a patient flow project. The project key aim is to improve the admission times of the 35% of patients requiring admission. The NUM will have challenges to improve the discharge times for those not requiring admission. Other areas include those who do not wait for treatment.

- Decrease length of stay for ED patients
- Efficient movement through the ED
- Reduction in those patients 'who did not wait'
- Investigate fast track options
- Express admission for those patients who require admission to the hospital.
- Reinforcement of staff accountabilities and responsibilities to improve the flow process.

REPORTING & KEY RELATIONSHIPS

The Unit Manager Emergency reports directly to the Director of Nursing

Reporting into the Unit Manager Emergency are: 40 FTE Staff

KEY DATA

Staffing	1200 FTE organisation wide
Annual Budget	AUD \$160 Million organisation wide
Service Location	Warrnambool City
Useful Links	Role Description Southwest Healthcare Website Organisation Chart Annual Report 2016-2017

EMPLOYMENT TERMS & CONDITIONS

REMUNERATION

**RN NUM Y1 - \$100375 .60 per annum
to RN. NUM Y3 \$105216.80 per annum
In accordance with the Health Allied Services (Victorian Public
Health Sector) – Single Interest Enterprise Agreement 2016-
2020 and South West Healthcare policies and procedures.**

Relevant Qualification allowance (Masters 7.5% Grad Dip 6.5)

CLASSIFICATION

Grade 4

PRE-EMPLOYMENT PROBITY CHECKS

Information on a person's suitability for appointment is obtained for all appointments. Potential appointees will be asked whether there are any reasons why they should not be appointed such as: Information on a person's criminal history and other associated probity checks will be sought from those candidates whose application has progressed to shortlisting for interview.

Applicants unsure about the definition of disclosable criminal convictions or status of any criminal conviction may wish to seek legal advice in responding to the probity check questions. (A 'disclosable' conviction is one that is recorded by the court and has not been rehabilitated or spent under the Criminal Law (Rehabilitation of Offenders) Act 1986 and, in the case of Commonwealth convictions, the Crimes Act 1914 (Commonwealth), and does not breach the confidentiality provisions of the Youth Justice Act 1992.)

HOW TO APPLY

The closing date for applications is Friday the 21st of December 2018

The reference number to include in your application is H18_2906

For a confidential discussion, please contact Principal Consultant, Rhodie Miller:

M: +61 (0)422 816 557

E: rmiller@hardygroupintl.com

Please submit application documentation to Search Coordinator, Jane Mather

T: +61 (0)2 9900 0113

E: jmather@hardygroupintl.com

It is standard practice for HardyGroup to acknowledge receipt of your application no later than the next business day. We request that if you do not receive the acknowledgement, you contact the search coordinator listed above as soon as possible after the 24-hour business period and arrange to resend your application if necessary.

Your application must include:

1. [Completed HG Application Form](#)
2. Cover letter addressed to the search consultant;
3. A written response addressing the key selection criteria, found on **page 9**; and
4. An up to date copy of your Curriculum Vitae

REFEREES

You will need to provide details of three (3) professional referees. To do so, complete the relevant fields in the Candidate Profile. You should carefully consider who you select to approach to provide reference advice. Your current manager must be included. It is customary for referee reports to be requested after interview and if you are the preferred candidate, your permission will be requested prior to contacting your referees.

PERSONAL INFORMATION

HG complies with the Privacy Act 1988 (Cth), all applications are treated by HG in strict confidence, however in submitting an application you are extending permission to share your application with the Selection Panel.

Personal Information will be used to assess your suitability for appointment to this position. As part of the selection process, personal information will be dealt with in accordance with HG's Privacy Policy and the Information Privacy Act 2009.

POSITION DESCRIPTION

POSITION TITLE:	UNIT MANAGER – EMERGENCY DEPARTMENT
STRUCTURE POINT:	Nursing Services
RESPONSIBLE TO:	Director of Nursing
CLASSIFICATION:	Grade 4, as per contract
SALARY & CONDITIONS:	In accordance with the Health Allied Services (Victorian Public Health Sector) – Single Interest Enterprise Agreement 2016-2020 and South West Healthcare policies and procedures.
HOURS OF DUTY:	As per roster

ORGANISATION AND ENVIRONMENT:

South West Healthcare (SWH) is the largest sub-regional health service in Victoria; providing acute, mental health, rehabilitation, and aged care together with an extensive range of primary and community health services across the south west catchment.

As the major specialist referral centre for the Barwon South West sub-region, SWH provides a comprehensive range of specialist services from the following locations including:

- Acute Care Services Warrnambool & Camperdown
- Aged Care Services Camperdown
- Mental Health Services Warrnambool, Camperdown, Hamilton & Portland
- Community Health Services Warrnambool, Camperdown, Macarthur & Lismore
- Dental Services Warrnambool, Camperdown & Hamilton

With a total of 282 beds (216 acute, 36 aged care and 30 mental health), the organisation services a population in excess of 110,000. Warrnambool Campus (212 beds) provided acute, rehabilitation and mental health care, together with extensive outpatient and community services. Camperdown Campus is a district hospital serving the local community and outlying district with 60 beds providing acute, nursing home and hostel care.

SWH embraces the following values:

- Caring
- Respect
- Leadership
- Integrity
- Excellence

PRIMARY OBJECTIVE:

The Nurse Unit Manager (NUM) is responsible for the effective and efficient management of the human, physical and financial resources within the Emergency Department. The NUM actively leads the ED team in a consultative and participative manner ensuring well planned and coordinated services to clients and their families and providing clinical leadership to foster patient focused and outcome directed nursing care.

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- Demonstrated ability to effectively manage resources within budgetary constraints.
- Demonstrated effective oral and written communication skills.
- Computer literacy.
- Demonstrated ability to develop and nurture staff with responsibilities for performance improvement activities and education initiatives in the Emergency Department and across the organisation.
- Graduate Certificate / Graduate Diploma in Critical Care / Emergency Nursing or equivalent and Management

Desirable:

- Belong to relevant professional organization.

GENERIC RESPONSIBILITIES:

- Comply with all relevant legislative requirements, organisational policies, by-laws, standing orders, vision or mission statements and values including, but not restricted to:
 - Infection Control policies
 - Confidentiality policy and privacy legislation
 - Occupational Health and Safety policies and regulations
 - Guidelines of the State Services Authority including the public sector employment principles and Code of Conduct
 - Fire, disaster and other emergency procedures

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- Smoke Free Campus policy
 - Risk Management policies and guidelines
 - Consumer Participation Strategy
 - Attend orientation/induction or other mandatory training and relevant Health Safety updates in areas such as Fire, Emergency Responses and Manual Handling
 - Current Immunisation status in alignment with South West Healthcare's Immunisation policy
 - Promote the organisation in a positive manner
 - Participate as a cohesive member of the health care team
 - Respect the rights of individuals
 - Provide a child safe environment
 - Participate in Continuous Quality Improvement within the organisation
 - Accept responsibility for your own personal belongings
 - Respect and appropriately care for the organisation's property and equipment
 - Participate in an annual Staff Development Review.

SPECIFIC RESPONSIBILITIES, DUTIES AND SKILLS:

Planning & Monitoring

- Participate in the overall strategic planning of the organisation.
- Provide unit based direction through clear and effective plans, policies and procedures including business planning
- Participate in negotiations and discussions to identify human, financial and physical resource requirements.
- Monitor the cost-effectiveness, efficiency and productivity of resource utilisation in response to clinical activity and take required corrective action.
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- Utilise recruitment and selection skills to ensure appropriate appointment of personnel.

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- Assume responsibility for the overall co-ordination of patient services and relevant programs as delegated.
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 - Provide effective leadership to promote a cohesive healthcare team.
 - Provide direction to staff, keeping them up to date with the vision and purpose of the Department and organisation.
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Personal & Professional Skills:

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- Maintain current knowledge in relevant area of practice.
- Identify and manage conflict, aiming to achieve the most successful outcome for all.
- Develop personally and professionally through networking appropriately and maintaining up to date knowledge on health issues, practices and technology.

South West Healthcare reserves the right of amendment, addition or deletion to this position description, as it considers necessary to serve the best interests of the organisation.

JULIANNE CLIFT

Director of Nursing

Last Revised: February 2017