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 **“Excellence – Every Person, Every Time”**

**Position Description**

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| Position Title | Director of Nursing – Leongatha Campus |

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| Division | Executive | Unit | Nursing |
| Campus | Leongatha |
| Classification | Director of Nursing, Grade 7 101 – 200 beds (ZH3) |
| Award | Nurses and Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement 2016-2020 |
| Reports To | Chief Executive Officer |
| Date | May 2019 | **Replacement/****New Position** | Replacement |
| Position Approved By  | Chief Executive Officer |

**Position Outline:**

The position of Director of Nursing – Leongatha Campus is an exciting and challenging career opportunity within Gippsland Southern Health Service.

This position will have operational responsibility for the effective service delivery of Acute, Surgical, Aged Care Services, Health Information and Hospitality at the Leongatha campus of Gippsland Southern Health Service. A key objective of this position is to oversee the provision of patient centred care to patients, residents and clients within GSHS’s acute, surgical and aged care services through effective and efficient leadership, active participation and competent business practice. The Director of Nursing will ensure services are customer and quality focused and that staff are engaged in a culture of continuous improvement. The position will ensure the strategic intent, operational directions and plans as directed by the CEO are delivered within the organisations systems and practices. This objective is achieved by adhering to the following core principles;

* Maintaining professional nursing care for patients and clients
* Respecting patient, resident, client rights in cooperation with their representatives and other health professionals
* Ensuring care is provided in accordance with GSHS policies and procedures
* Ensuring practice is conducted in a way that supports the Occupational Health and Safety principles of GSHS
* Maintaining the Nursing Division’s financial position within the budget framework
* Ensuring that the Leongatha campus nursing division services meet all accreditation requirements

**Divisional Context:**

The Nursing Services Division at GSHS is a dynamic team of nurses, personal care attendants, hotel and domestic workers, managers and a variety of key medical practitioners who provide a broad range of acute and nursing-based services to the South Gippsland Shire. The Director of Nursing – Leongatha will manage the nursing, hotel and domestic services based at Leongatha including;

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| * Inpatient Care
 | * Staff Education and Development
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| * Specialist Acute Nursing Services
 | * Quality Improvement
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| * Infection Control
* Theatre
 | * Hotel & Domestic Services across both campuses
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| * Clinical Support Services
 | * Complaints Officer
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**Health Service Context:**

GSHS is a major provider of healthcare in the South Gippsland Shire. GSHS offers a broad range of services that meet the needs of a diverse and sparsely populated area with many small rural communities. With two main acute facilities based at Leongatha and Korumburra and servicing a community health centre at Tarwin Lower, GSHS offers a broad range of specialist, general, acute, subacute, ambulatory, residential aged care and community services.

GSHS employs 370 EFT, with a total of 520 staff across all sections of the organisation. A significant capital development was completed in December 2013 with the $35M rebuild of the acute, subacute and primary health facilities at Leongatha.

**Vision, Mission and Values:**

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| **Vision** |  | **Mission** |
| *Excellence in Healthcare* |  | *Building a Healthier Community Together* |

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| **Gippsland Southern Health Service - Values and Behaviours** |
| **Value** | **Above the Line Behaviour** | **Below the Line Behaviour** |
| Excellence | * Continuous Improvement
* Evidence Based Practise
* Consistency of Practice
* Innovative Practice
* High Standards
 | * Unwilling to Improve
* Lack of Innovation
* Non-Adherence
* Inconsistency
* Acceptance
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| Individuality | * Be Tolerant
* Acknowledge Rights
* Personalise
* Support Individuals
* Practice Self Care
 | * Lack of Respect
* Discriminating
* Being Inconsiderate
* Being Judgemental
* Being Dismissive
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| Collaboration | * Value Teamwork
* Involve Others
* Actively Listen
* Ask and Offer Solutions
* Support Decisions and Change
 | * Poor Communication
* Criticising Others
* Being Negative
* Not Open
* Withholding Information
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| Accountability | * Take Responsibility
* Set Clear Expectations
* Manage Performance
* Results Focused
* Ethically Bound
 | * Blaming Others
* Unethical Behaviour
* Underperforming
* Unreliable
* Shirking Responsibility
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| Respect | * Respect People
* Respect Privacy
* Respect Property
* Respect Views
* Be courteous
 | * Being Rude
* Being Negative
* Being Disrespectful
* Being unhelpful
* Disrespecting Property
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| Empowerment | * Take Initiative
* Actively Participate
* Ask Questions
* Clarify Expectations
* Empower Others
 | * Authoritarian
* Discrimination
* Blaming Others
* Not Sharing
* Stifling Development
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**Key Responsibilities**

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| **Service Delivery** |
| 1. Provides strong and energetic leadership.
2. Act as a positive role model through readiness to share knowledge and experience and utilise coaching, mentoring and supervising skills
3. At all times promotes interpersonal relationships that reinforce relationships of trust and respect within and outside the nursing division.
4. Holds in confidence any information obtained in a professional capacity, complying with GSHS Privacy Policies.
5. Embraces and promotes positive change, dealing with stakeholder concerns at all levels.
6. Develops people at all levels using personal qualities to maximise performance of these people.
7. Fulfils a leadership role in nursing related clinical governance areas.
8. Reflects on and critically evaluates own standards of practise and outcomes of practise to continually improve and promote high levels of quality care.
9. Recognises the need for care of self and nursing team and acts to promote the same.
10. Responds to organisational compliments and complaints to ensure satisfactory outcomes.
11. Active in planning, needs assessment, development and shaping of services to meet client needs.
12. Liaises with professional networks and affiliations to enhance awareness of current professional issues.
13. Promotes strong results orientation, managing for key outputs and effective use of influence.
14. Facilitates submissions for funding / service development in conjunction with the CEO / BOM.
15. Actively participates in the development, implementation, and monitoring of quality improvement initiatives that ensure high quality care outcomes.
16. Participates in the development of clinical nursing standards to ensure best practice.
17. Provides analysis and provision of Nursing Division reports as requested by CEO and BoM
18. Promotes and maintains relationships with internal and external agencies
19. Participates in relevant committee processes and projects, attends meetings and prepares and submits reports as required.
20. Facilitates the flow of information between Nursing and clinical areas.
21. Undertakes not to make public statements relating to the affairs of GSHS without prior authority of the CEO.
22. Actively demonstrates financial, project and time management skills across the organisation.
23. Facilitates submissions for funding / service development in conjunction with CEO and BoM.
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| **Human Resource Management** |
| 1. Builds leadership capacity of direct reports
2. Cultivates productive working relationships by valuing individual differences and diversity; facilitating cooperation and partnerships and guiding / mentoring people
3. Actively drives a performance-based culture that aligns with the GSHS’ Vision, Mission and Values
4. Develops capability of direct reports to ensure effective staff management in accordance with GSHS’ cultural ambitions as well as relevant policies, procedures and legislative requirements.
5. Develop and maintain effective open lines of communication with team members conducting regular meetings with staff.
6. In conjunction with direct line managers, proactively manage recruitment and retention in line with agreed budget parameters, having consideration for appropriate skill mix and patient safety and care.
7. Provide leadership in the management of staff performance through provision of feedback (both formal and informal), the formal performance review and engaging performance management processes, ensuring timely investigation and resolution of inappropriate behaviour, incidents and complaints by staff.
8. Ensure all staff are treated with respect, dignity and courtesy in an environment that is free from harassment and discrimination.
9. Ensure self and staff within the Division comply with GSHS Employee Charter, the VPS Code of Conduct and any professional codes and standards that apply.
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| **Organisational** |
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| 1. Actively participates in Board of Management and relevant Sub Committees
2. Ensure patient and consumer safety and quality of care is the highest priority
3. Ensures that the Leongatha Nursing Division complies with statutory requirements of governing and regulatory bodies.
4. Develops and reviews Clinical Nurse Practice Guidelines and Organisational Policies and Procedures as required
5. Work within the “Delegations of Authority” consistent with the role.
6. Accept accountability for own actions and seek guidance from an appropriate senior leader when limited by own level of expertise.
7. Function in accordance with GSHS policies and procedures and relevant legislation, conducting practice within a professional and ethical framework to deliver care that protects the rights of individuals and groups.
8. Responsible for the safe management of equipment – this includes using equipment within standard operating guidelines, conducting appropriate preventative maintenance and not using unsafe equipment.
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| **Training and Development** |
| 1. Completes annual mandatory training requirements as per organisational policies.
2. Recognises the need for ongoing commitment to personal and professional development.
3. Maintains a level of competency required for the position.
4. Ensures systems and procedures are in place to monitor compliance with GSHS’ Mandatory Competency Policy;
5. Ensures self and staff within the unit are trained and apply procedures associated with the hospital’s response to Family Violence.
6. Develop and maintain a program of professional development for self and staff within the Division.
7. Actively participate in own performance review in accordance with GSHS policy and procedures.
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| **Occupational Health and Safety** |
| 1. Acts as a resource for staff to maintain knowledge in and awareness of occupational health and safety procedures.
2. Participate in staff health and well-being health promotional activities and events of interest
3. Provides strong support and development to the Nursing workforce and ensures staff have optimal and safe working conditions
4. Ensures compliance with Occupational Health and Safety and Workcover legislation and regulations.
5. Responsible for Emergency Management within the Division in accordance with GSHS Emergency Response Procedures. This includes ensuring relevant staff are trained and ready to respond to Emergency situations as relevant, i.e. Code Blue, Code Grey, Code Black, Code Purple, Code Yellow, Code Orange and Code Red.
6. Carries out duties in a manner which does not adversely affect their own health and safety or that or others.
7. Implements and maintains measures introduced in the interest of health and safety, ensuring all staff within the unit are educated in such measures and comply with them.
8. Undertake any training provided in relation to Occupational Health and Safety.
9. Ensures that any reported incidents, near misses or injuries are effectively investigated, identifying causal factors and corrective action is implemented and evaluated for effectiveness;
10. Ensures self and staff within the unit correctly use any information, training, personal protective equipment and safety equipment.
11. Refrain from recklessly or wilfully interfering with anything that has been provided for health and safety reasons; appropriately manage staff to comply with same.
12. Is familiar with and can enact Critical Incident Response
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| **Quality** |
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| 1. Facilitate appropriate clinical governance of all aspects of Nursing services
2. Responsible for ensuring the Division’s compliance with the relevant quality standards, including the ongoing review and monitoring/auditing of systems and procedures to ensure they align with the relevant quality standards.
3. Lead an ongoing review of service delivery to identify opportunities for Continuous Quality Improvement.
4. Acts to positively promote GSHS both internally and externally.
5. Promote, practice and comply with all GSHS policies and procedures and familiarise with policies and procedures relevant to the position.
6. Actively participate in the maintenance of relevant policies and procedures to ensure best practise.
7. Conduct departmental meetings as required; actively participate in required meetings and committees.
8. Actively participate in the performance appraisal process, three months after commencement and annually thereafter.
9. Promotes a quality culture within the organisation highlighting the values of customer service
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| **Information / Communication** |
| 1. Communicates with influence by communicating clearly, listening, understanding and adapting and leading negotiations persuasively
2. Liaises and communicates with all departments and employees.
3. Maintains appropriate communication channels
4. Completes documentation (as required by the position).
5. Maintains accurate records, statistics and reports, as required.
6. Demonstrates ability to operate PC based software packages confidently at the level required to fulfil the role.
7. Demonstrates an understanding of the organisations Health Information Management system at the level required to fulfil the role.
8. Regular monitoring of clinical and non-clinical documentation to ensure compliance with applicable legal and regulatory bodies
9. Ensure client files are maintained according to the policies and procedures of GSHS
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| **Financial Management** |
| 1. Manages the budget process for the Leongatha campus Nursing Division, ensuring that the Nursing Division is viable, efficient and remains within the constraints as directed by the CEO and BoM.
2. Financial accountability and compliance with a broad range of funding streams
3. Solid fiscal management whilst building capacity of direct reports to actively participate in the budgeting process, including building, monitoring and working within set budgets
4. Identifies productivity and efficiencies savings within Division
5. Manages payroll costs within set budget parameters
6. Consider the costs and budget implications in relation to work practices and consumables related to patient care.
7. Prepares annual budget for Division in conjunction with Finance Department
8. Monitors actual performance to budget and provides feedback to divisional head on variance and corrective action
9. Utilises appropriate information systems to monitor and manage financial responsibilities.
10. Demonstrate and apply the principles of funding obligations and legislative requirements
11. Be accountable and responsible for the economic use of resources and knowledge of funding guidelines to relevant areas
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| **Risk Management** |
| Responsible for effective risk management within area of influence, including:* adhering to organisation risk management policies and procedures;
* fostering a risk aware culture and
* Implements risk management within their respective areas and where there are intersections with other areas and/or agencies.
* Ensures risks are identified, treated, monitored, reported, escalated and closed in line with organisational procedures.
* Ensures that risk mitigation or control activities in their area of responsibility are implemented.
* Ensures their staff members are aware of expectations in relation to risk management.
* Identifies new and emerging risks
* Contribute feedback to risk management review processes
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**Qualifications, Technical Skills & Experience:**

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| **Essential** |
| * Current registration with AHPRA (Australian Health Practitioner Regulation Agency) – Registered Nurse
* Current Police Check
* Tertiary Qualification in Nursing and Health Management or significant experience in a senior nursing role.
* Advanced understanding and knowledge of nursing and clinical issues
* An advanced understanding and familiarity with ACORN, National and Aged Care accreditation standards and their relationship to the business of the health service.
* Ability to relate these concepts and the quality framework to business operations.
* Experience and proficiency in Health compliance, and reporting requirements
* Sound knowledge of the health industry operations
* Project Management skills
* Excellent Interpersonal skills
* Organisational and problem solving skills
* Advanced leadership ability
* Time management and decision making skills
* Experience and proven ability in performance analysis
* Proven experience in managing budgets and maintaining financial viability
* Current Driver’s License
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| **Desirable** |
| * Masters in Health Administration or like
* Rural health experience in senior management role
* Extensive experience in health industry
* Knowledge of Legal and ethical requirements
* Knowledge of health and safety requirements
* Knowledge of relevant industrial awards and EBA’s
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| **Leadership Capabilities** |
| Directors are responsible for ensuring their direct line managers are capable of ensuring their team achieve and maintain agreed standards of work performance, by:* lead by example through their individual performance and behaviour, providing staff with clear guidance and direction;
* provide coaching and support development and continuous improvement at a team and individual level;
* Undertaking performance reviews in accordance with GSHS policy, ensuring individual performance to the required standard outlined in the job description; giving constructive feedback on a regular basis outside the formal performance review process;
* support staff through organisational change;
* aim to resolve issues promptly and effectively, in accordance with GSHS Staff Grievance Resolution Protocol;
* Ensure adequate staffing to deliver required services at all times, taking into account required skill mix to ensure patient/resident/client safety; undertake recruitment activities to maintain staffing at required levels
* Manage resources within budget and where necessary take corrective action to stay within set budgets
* Communicate GSHS’ Mission, Vision and Values in a manner that ensures all staff know what is expected of them; translate these into Departmental goals that are widely communicated and understood by staff, ensuring they are clear in their role;
* Fulfil your duty of care to staff, ensure staff health and wellbeing at all times; ensure compliance with all health and safety and training requirements is maintained;
* Provide leadership to your team, making decisions that are in the best interests of both the organisation and your staff;
* Maintaining an efficient work flow, ensuring good working relationships with staff and working with them to identify and improve any inefficiencies in the work area

Directors Drive the implementation of GSHS’ Excellence Program, including the accountability framework, communication tools and service improvement strategies.Directors work with their direct line managers and are responsible for implementing and maintaining GSHS’ Evidence Based Leadership Program, including but not limited to:* Accountability Framework – setting, monitoring and achieving annual goals, 90-day plans and “must-have” leadership behaviours, tracked through the validation matrix
* Connecting – collecting and analysing feedback, using the information to recognise and reward and/or take corrective action, ensuring staff have everything they need to do their job; communicating these results through Traffic Light Reports and Communication Boards
* Communication – using AIDET and other communication techniques as one means to improve outcomes for patients
* Any other evidence-based strategies and tactics employed by the organisation to achieve *“Excellence in Healthcare”*
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| **Person Centred Care** |
| Person Centred Care (PCC) is a philosophical approach to how we provide care to patients and interact with other customers, including colleagues. PCC is based on the principles of respect, value of the individual, and the need to deliver service in an environment that supports peoples’ physical, emotional, social and psychological needs. PCC is underpinned by a culture of collaboration and partnership and all staff are required to adhere to these principles. |
| **Values & Conduct** |
| Managers are responsible for ensuring staff comply with GSHS Employee Charter and where required, take any necessary action to address “below the line” behaviour. Managers will ensure “above the line” behaviours are appropriately recognised and rewarded. We expect that all staff will embrace GSHS’ Employee Charter and demonstrate these in their daily work.GSHS operates under the Code of Conduct for Public Sector Employees. This Code of Conduct, together with any professional Code of Conduct relevant to the role being performed, form part of each employee’s conditions of employment and it is expected that all staff will familiarise themselves and comply with this Code of Conduct and those relevant to the role they perform at GSHS. |
| **Performance Management** |
| It is a condition of employment that staff participate in the performance review program in accordance with the parameters set out in GSHS policy and procedures. |

**Additional Requirements:**

To ensure a healthy and safe environment for everyone, smoking is not permitted on GSHS grounds, buildings or vehicles.

***This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Any elements of this document may be changed at GSHS’ discretion and activities may be added, removed or amended at any time.***

**Sign-off to verify agreement with this Position Description:**

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| **Incumbent** |  | **Date** |  |
|  |  |  |  |
| **Manager** |  | **Date** |  |