

POSITION DESCRIPTION

Position Title:	Deputy Director of Nursing & Midwifery – Workforce
Business Unit/Department:	Nursing & Midwifery Workforce Unit (NMWU)
Division:	Nursing & Midwifery Directorate
Award/Agreement:	Nurses & Midwives (Victorian Public Health Sector) (Single Interest Employers) Enterprise Agreement
Classification:	Campus Director of Nursing (DON) – Group 8B (NM6B) (ZE9)
Reports To:	Director of Nursing & Midwifery (DONM) – Workforce
Direct Reports:	NMWU Managers
Date Prepared/Updated:	20 December 2023

Position Purpose

The Deputy Director Nursing and Midwifery (DDONM) is an integral member of the Nursing and Midwifery Workforce unit management team demonstrating contemporary knowledge of operational workforce management techniques and strategies, ensuring the facilitation and provision of nursing and midwifery permanent and supplementary staff to support the provision of excellent quality, patient centred care while achieving effective operational objectives of the NMWU.

As a professional Registered Nurse or Midwife, the DDONM is accountable for:

- The maintenance of their own clinical knowledge, further education and working within the confines of their specific scope of practice at all times, in accordance with the boundaries set by their experience and skill.
- Ensuring that they are registered to work as a Registered Nurse and/or Midwife in Australia at all times whilst working within Western Health and practice in alignment with Nursing & Midwifery Board of Australia (NMBA) Registered Nurse or Midwife Standards for Practice (as relevant).

The DDONM will:

- Act as a role model in setting the standards for achieving high quality evidence-based care, foster the development of cooperative professional relationships across all stakeholders and facilitates a working environment which provides professional development and job satisfaction
- Maintain effective working relationships with customers, colleagues, suppliers and providers and effective and customer-focused service to all staff within the NMWU and overall organisation
- Be accountable for the operational effectiveness of nurse/midwife bank and pool, agency and other subsets of casual staffing which fall under the jurisdiction of the NMWU
- Be accountable for the management of the supplementary staff inclusive of innovative recruitment and retention models, Human Resource requirements and interactions
- Be accountable for leading and managing centralised recruitment for Grade 2 Registered Nurses and Midwives, Enrolled nurses, Registered Undergraduate students of nursing and midwifery and Health Care Workers across the organisation
- Develop strategies specific to the employment and use of supplementary staff to address and where possible prevent the effects of EFT deficit in identified areas
- Understand and manage operating platforms and systems utilised by the NMWU for management of supplementary staff

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- Provide guidance and advice to the senior leadership group on nursing and midwifery workforce matters at Western Health
- Work in liaison with the DONM to facilitate the achievement of all NMWU workforce goals including undertaking nursing and midwifery projects with relevant key stakeholders

The DDONM will contribute to providing quality health and well-being services for our consumers demonstrating proficient to expert behaviours across the five domains of leadership, research, evidence-based practice, education & learning and clinical expertise as identified in the Western Health Nursing and Midwifery Professional Practice Framework.

Business Unit Overview

The Nursing & Midwifery Workforce unit provides a dynamic and proactive service which encompasses:

- Provision of strategic and operational nursing and midwifery workforce planning expertise and advice to managers across Western Health, including the development, maintenance and ongoing evaluation of the Nursing and Midwifery Workforce plan
- Coordination and management of the centralised recruitment model for Grade 2 Registered Nurses and Midwives, Enrolled nurses, Registered Undergraduate students of nursing and midwifery and Health Care Workers across the organisation
- The management of and placement of all casual and pool Nurses and Midwives into short and mid-term vacancies
- The management of nurses and midwives who may be temporarily or permanently displaced due to service changes or interruptions
- Providing a first point of contact for all enquiries by Nurses and Midwives who may consider working with Western Health
- Providing data on the management of rosters, vacancy filling and use of non-permanent staff
- Monitoring Professional registration of all Nurses/Midwives employed at Western Health
- Coordination of changes in scope of practice and nurse/midwife credentialing processes
- Undertaking Nursing and Midwifery workforce projects

Western Health Values: Compassion, Accountability, Respect, Excellence & Safety

Western Health aspires to be a values-driven organisation and all employees are required to model the following values in their day-to-day tasks:

- Compassion - consistently acting with empathy and integrity
- Accountability - empowering our staff to serve our community
- Respect - for the rights, beliefs and choice of every individual
- Excellence - inspiring and motivating innovation and achievement
- Safety - working in an open, honest and safe environment

Key Responsibilities



Leadership

- Lead, build and promote the development of professional and ethical relationships that respect our culturally diverse community and colleagues
- Supporting the NMWU management team, provide leadership and direction for the NMWU team, bank and pool nursing and midwifery staff
- Facilitate organisation wide stakeholder understanding and engagement with nursing & midwifery workforce planning
- Role model Western Health values and behaviours, high standards of professional conduct and an ongoing commitment to sustaining and strengthening performance and accountability across the organisation
- Lead by example, and motivate staff to strive for excellence with acknowledgement of high performance through rewards and incentives
- Take accountability for own actions and others under directions and sphere of responsibility
- Ensure an excellent standard of service is offered

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- Maintain effective working relationships and customer-focused service with customers, colleagues, suppliers and providers
- Exhibit a high level of emotional self-control and flexibility in complex, changing, and/or ambiguous situations and when confronted with challenges



Research

- Lead quality or practice improvement initiatives at local and organisational level
- Foster a culture of research and innovation by nurturing reflective practice, encouraging employees to undertake research
- Apply research evidence to clinical practice, use well developed strategies to inform practice in the absence of high-level evidence
- Lead improvement of local policies, procedures and protocols and identify potential issues and opportunities for improvement. Ensure clear operating procedures are documented.



Evidence Based Practice

- Monitor the review of incident reports relating to supplementary staff, ensure follow up actions are taken as required and reported to key stakeholders
- Provide data on the management of nursing and midwifery EFT, vacancy filling and use of supplementary staff. Analyse patterns and trends and make recommendations to improve workforce management and productivity for Western Health.
- Ensure NMWU practices comply with Western Health guidelines, legislation and Enterprise Bargaining Agreements
- Be familiar and comply with local and organisational policies, procedures and guidelines
- Be aware of Western Health's Strategic Priorities, and ensure activities align with these priorities
- Initiate innovations that support continuous improvement
- Identify gaps and lead accreditation preparation and readiness at the local level
- Review and facilitate modifications to policies, procedures and protocols based on evidence-based research and identify areas of practice that need improvement and implementing strategies to improve them.
- Comply with confidentiality obligations with regard to staff, consumers and colleagues



Education & Learning

- Develop and foster a learning culture, act to ensure processes, frameworks and/or support tools are in place for enhanced learning through reflection
- Exchange and share information to different stakeholder groups, including presenting at and participation in meetings, seminars and conferences with staff and colleagues.
- Implement sustainable models of education and training for managers to meet workforce requirements
- Implement sustainable models of education and training for NMWU team and supplementary staff, including access to professional development and post graduate qualifications
- Provide appropriate, consistent and equitable management of mandatory training, staff performance and clinical education.
- Ensure a system of work planning and development is in place for all staff to receive regular feedback, coaching and professional development opportunities



Clinical Expertise

- Provide responsible, effective and sustainable leadership, management and oversight of the NMWU, ensuring the department works effectively and efficiently to enhance the operational performance of Western Health
- Communicate, work collaboratively and promote effective communication within the team in the planning, implementation and evaluation of work outcomes and administrative operation
- Understand and manage operating platforms and systems utilised by the NMWU team for management of supplementary staff and recruitment

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- Collaborate with technical teams regarding NMWU platforms, to make recommendations on user interface designs, report requirements and formats, and data standards for reporting based on knowledge and feedback from stakeholders
- Explore and facilitate implementation of new technologies which enhance unit efficiency, staff attraction and development
- Lead the exploration in development and implementation of innovative workforce models for nurses, midwives and support roles
- Identify and lead strategies to enable sufficient nursing and midwifery staffing resource availability to fill short and mid-term shift deficits, including utilisation of Agency staff.
- Be accountable for the management and allocation of supplementary staff working within the organisation
- Oversee the implementation and evaluation of the centralised recruitment process
- Demonstrate an understanding of the current Enterprise Bargaining Agreements relative to reporting staff and the Safe Patient Care Act
- Provide guidance and support to NMWU team to ensure compliance of NMWU and supplementary staff with mandatory competency and training requirements,
- Provide guidance and support to NMWU team to ensure NMWU and supplementary staff are compliant with completion of performance development plans and opportunities are facilitate where appropriate
- Facilitate and undertake performance management of NMWU and supplementary staff, as required
- Comply with OH&S and Workcover legislation ensuring Western Health's obligations are met, facilitate and manage OH&S coordination and return to work facilitation for NMWU & supplementary staff
- Monitor incident reports relating to supplementary staff, explore trends and facilitate follow up actions as required
- Facilitate peer support, debriefing and counselling for employees when required
- Lead and facilitate management of the recruitment, orientation and retention of NMWU employees
- Oversee, facilitate reporting of and manage workforce metrics to meet unit KPIs, undertake analysis, develop and implement strategies to facilitate improvement
- Analyse and manage the NMWU budget
- Lead and promote contemporary workforce planning approaches including flexibility in work patterns, best practice recruitment and implementation of succession planning for nursing / midwifery employees
- Source opportunities, lead and develop submissions for grant / special project funding associated with Nursing and Midwifery workforce projects where required
- In collaboration with the DONM, develop and implement the annual NMWU business plan
- Assist with the development and review of the Nursing and Midwifery Workforce plan for the organisation
- Design, lead and execute nursing and midwifery workforce projects
- Act in the role of Incident Commander at Williamstown Hospital on a rostered basis
- Act in the role of DONM when required
- Other duties as directed by Nursing Executive and NMWU, in line with Western Health policy and procedures

In addition to the key responsibilities specific to your role, you are required to deliver on the [Key Organisational Accountabilities](#) which are aligned with the Western Health strategic aims.

Key Working Relationships

Internal:

- Director of Nursing and Midwifery, Workforce
- NMWU team
- Supplementary staff – bank and pool employees, agency staff
- Workforce Planning and Development team

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- People and Culture team
- Divisional Directors
- Division, Program and Operations Managers
- Nurse / Midwife Unit Managers
- Clinical Hospital Coordinators Administrators
- Nursing and Midwifery education team

External:

- Workforce managers – metropolitan health services
- Nursing agencies and supplied agency staff
- Western Health applicants

Selection Criteria

Essential:

Professional:

- Registration as a Registered Nurse and/or Midwife with AHPRA
- Possesses relevant postgraduate qualification and/or relevant clinical experience
- Demonstrates commitment to high quality, safe and person-centred patient care

Managerial:

- Previous clinical and management experience within a large complex health care organisation
- Demonstrates high level management and operational skills including influencing organisation wide stakeholders
- Experience in workforce planning and management practices including contemporary recruitment and selection practices, performance management, grievance and disciplinary procedures
- Highly developed workforce data management, analysis and interpretation
- Understands the key principles of financial and workforce management with necessary ability to navigate the required systems and documentation
- Possesses knowledge of relevant legislation, policies and human resource procedures
- Demonstrates strong computer literacy skills
- Experience in utilisation of an allocations system for supplementary staff

Leadership:

- Brings confidence to the role, and strong influencing capability
- Can build, lead, nurture and empower impactful teams
- Demonstrates high level communication and interpersonal skills
- Engages with others with purpose and articulates vision to empower and lead effectively
- Demonstrated experience in leading change
- Understands the strategic imperatives of the health service and conveys this in meaningful ways to their staff
- Is innovative, resourceful and adaptive to change
- Ability to implement, evaluate and sustain change within an evidence-based framework

Leadership Capabilities

Capability	Definition
Balance stakeholders	Anticipates and balances the needs of multiple stakeholders. Promotes an environment of high ethical standards and cross-cultural sensitivity in working with all stakeholders
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences

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Manages complexity	Makes sense of complex, high quantity, and sometimes contradictory information to effectively solve problems. Ensures the organization has reliable ways to gather needed information.
Optimises work processes	Knows the most effective and efficient processes to get things done, with a focus on continuous improvement. Facilitates organization-wide adoption of best practices and lessons learned.
Collaborates	Builds partnerships and works collaboratively with others to meet shared objectives. Seeks a broad range of perspectives to address issues.
Plans and aligns	Plans and prioritizes work to meet commitments aligned with organizational goals.
Organisational savvy	Manoeuvres comfortably through complex policy, process, and people related organizational dynamics.
Situational adaptability	Adapts approach and demeanour in real time to match the shifting demands of different situations. Adapts leadership style for different situations and challenges. Builds the structures and culture that allow for some organizational flexibility.
Decision quality	Makes good and timely decisions that keep the organization moving forward. Accepts workable decisions and also seeks better alternatives.
Ensures accountability	Holds self and others accountable to meet commitments. Tracks team metrics and milestones, redirecting effort, as necessary, for continued progress.

Additional Requirements

All employees are required to:

- Obtain a police/criminal history check prior to employment
- Obtain a working with children check prior to employment (if requested)
- Obtain an Immunisation Health Clearance prior to employment
- Report to management any criminal charges or convictions you receive during the course of your employment
- Comply with relevant Western Health clinical and administrative policies and guidelines.
- Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures
- Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health
- Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Western Health
- Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health
- Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), Fair Work Act 2009 (as amended), Occupational Health and Safety (Psychological Health) Regulations 2025, the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information, the Family Violence and Child Information Sharing Schemes, Part 5A of the Family Violence Protection Act 2008 and Part 6A of the Child Wellbeing and Safety Act 2005, Safe Patient Care Act 2015, Mental Health & Wellbeing Act 2022
- Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines

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General Information

- Redeployment to other services or sites within Western Health may be required
- Employment terms and conditions are provided according to relevant award/agreement
- Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace
- Western Health is committed to Gender Equity
- Western Health provides support to all personnel experiencing family and domestic violence
- 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. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs
- Western Health is a smoke free environment

I confirm I have read the Position Description, understand its content and agree to work in accordance with the requirements of the position.

Employee's Name: _____

Employee's Signature: _____ Date: _____

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