

POSITION DESCRIPTION

Position Title:	Nurse Unit Manager
Business Unit/Department:	Surgical Ward 1A
Division:	Surgery, Endoscopy & Anaesthesia Services (SEAS)
Award/Agreement:	Nurses and Midwives (Vic Public Sector) (Single Interest Employers) Enterprise Agreement
Classification:	Nurse Manager (NM11)
Reports To:	Operational: Operations Manager Professional: Director of Nursing and Midwifery
Direct Reports:	Associate Nurse Unit Managers Registered Nurses Enrolled Nurses
Date Prepared/Updated:	1 June 2025

Position Purpose

Through visible and accessible leadership, the Nurse Unit Manager (NUM) is at the forefront of providing care that is underpinned by right, safe, coordinated and high-quality nursing patient centred care across the multidisciplinary environment of their unit. The role is responsible for the operational, professional and clinical service management of their staff and resources. The NUM will achieve this through the development of effective partnerships, leadership and management of all nursing staff and resources, within a multidisciplinary team environment.

As a professional Registered Nurse, the Nurse Unit Manager 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 in Australia at all times whilst working as a Nurse within Western Health

The NUM fulfils key accountabilities for the unit, including the development of the clinical area business plan linking with the Divisional business plan. These accountabilities encompass the coordination and management of the daily operations of the clinical area, activity and access of bed/service utilisation, budget, safety and quality, facilities and equipment, staff recruitment and retention, workforce KPIs such as sick and annual leave performance development/management, coordination of staff development programs and management of designated portfolios.

The NUM must provide robust clinical leadership and management expertise, to be an active mentor, role model, and to facilitate the development of clinical and management skills in all staff consigned within their

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responsibility. The NUM will work alongside the team to ensure that there is robust clinical leadership and administrative capability and presence on the Ward/Unit, with daily rounding to all patients.

Attributes for effective NUM Leadership include:

Being visible and accessible in the clinical area to the multidisciplinary clinical team, patients and service users, for example by being available to visitors and enabling team members to ask questions

Working alongside the team in a collaborative capacity, for example by supporting junior colleagues with the provision of direct care, fostering a culture of learning and discovery, maintaining their clinical practice as part of the roster

Monitoring and evaluating standards of care provided by the multidisciplinary clinical team, for example enabling reflective review at staff handover, bringing staff together to review clinical and workforce data and conducting ward-based nursing audits

Providing regular feedback to the nursing clinical team on standards of nursing care provided and experience by patients and service users, for example by giving feedback at the end of each interaction with nursing staff, at the end of the shift or in handover and using patient survey results to drive change

Creating a culture of learning, development and research that will sustain best care, for example by ensuring there are systems in place to evaluate and develop nursing practice, support shared governance and decision making and enhance individual/team performance to improve patient care delivery and enhance the patient experience

The NUM will foster a culture of inclusiveness, trust, flexibility, accountability and continuous quality improvement. The role will work collaboratively to ensure improvements and ideas support best care, strategic priorities and a patient focused philosophy

Business Unit Overview

Ward 1A is a busy 30 bed surgical ward which specialises in – General Surgical procedures, Plastics, ENT & Breast surgery. This is a fast-paced Unit which works collaboratively with the multidisciplinary team to provide 'Best care' to our patients based on the Western Health values of Compassion, Accountability, respect, Excellence and Safety. The Unit offers a supportive and collaborative environment with a strong emphasis on achieving positive patient outcomes.

Key Responsibilities

Best Care Framework

- Model and reinforce (through reward or other means) the behaviours and actions outlined in the Western Health vision for Best Care
- Clarify specific staff roles and behaviours for creating Best Care and support them to fulfil their roles
- Implement and maintain systems, materials, education and training that ensure staff deliver best care
- Support the establishment of partnerships with patients, carers/families and the multidisciplinary team when designing, implementing and maintaining systems
- Understand and address key local quality, safety and patient experience issues and the broader organisational goals and prioritised actions for Best Care
- Drive and sustain a quality improvement reform focus at a local level with an expectation of improved clinical and patient outcome
- Drive and sustain quality care and continuous improvement for the Ward/Unit and lead accreditation preparation and readiness at the local level with a continuous emphasis
- Contribute to accreditation and ensure standards are sustained on an ongoing basis to ensure optimal achievement at all times
- Enhance/optimize the patient' experiences, outcomes and safety
- Contribute to 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.

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- Foster a culture of research and innovation by nurturing reflective practice, encouraging employees to undertake research and leading research within the unit.
- The Unit/Ward Clinical Indicators are at target or above. For example:
 1. Incident reports to be actioned as per organisational procedure
 2. Falls per 100 Bed Days on acute wards are below 0.32
 3. The NUM Dashboard is to be utilised to develop actions to address areas for improvement and enhancement
 4. Development of strategies to reduce personal leave on the Unit/Ward to meet organisational target
 5. Ensure appropriate roster management in line with Western Health guidelines
 6. Ensure recruitment to vacancies happen expediently reducing reliance on agency and casual staff usage. and if agency shifts are used to support clinical care usage is at less than 1% of ordinary hours
 7. Achieve excess annual leave to established targets.

Community and partnerships

- Provide proactive leadership and support to sustain **“Timely Care”** at the local level and responding to internal and external patient feedback, for example:
 1. Patients are discharged appropriately and in a timely manner
 2. Complaints are closed in line with the organisational target
 3. Responding appropriately to the Patient Standard Reports
- Ensure the local community’s confidence in the local health care provision, as part of the Western Health priorities
- Ensure relationships with colleagues, patients and consumers are professional and ethical and that cultural differences are respected
- Ensure an excellent standard of service is offered by partnering with patients, consumers and the community at all levels of the health care provision, planning and evaluation
- Foster a culture that recognises and promotes the importance of patients and community in the provision of Best Care, and the role that community providers play in health care.
- Addresses all complaints generated from the ward in a timely manner
- Ensure ward staff are trained and competent in handling complaints at the first point of contact
- Regular communication to the team of learnings from patient feedback
- Utilisation of patient experience data to guide service improvement

Communication

- Ensure all patients are aware of and receive their patient rights of human dignity, confidentiality, privacy and informed consent at all times
- Positively impact the patient experience including daily patient rounding with all patients on the ward
- Develop a performance excellence culture with clear accountability and governance structure
- Attend Ward\Unit rounds with medical staff
- Communicate and work collaboratively with the multidisciplinary team in the planning, implementation and evaluation of patient management and administrative operation of the ward\unit
- Promote effective communication within the multidisciplinary team in the planning, implementation and evaluation of patient management and administrative operation of the ward\unit
- Exchange and share information from participation in meetings, seminars and conferences with staff and colleagues. For example, via in-service presentations, education forums and team meetings

Social Responsibility & Sustainability

- Develop and manage the budget of the ward\unit on a continuous basis with a monthly dialogue and review with your line manager. Develop and implement strategies to manage any variations identified
- Management of the various resources of the Ward / Unit through sound resource management practices
- Hold a minimum of one Ward\Unit meeting per month. In addition, the Unit/Ward leadership team to meet monthly. This should involve the Associate Unit Managers, Clinical Education Resource

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Nurses and Quality co-ordinators. The leadership team meeting should extend to specific portfolio holding nurses

- Ensure that the development, implementation and evaluation of the clinical area business plan assisting with the development of the Divisional annual business plan. Identify proposals for submission for capital/grant/special projects or equipment replacement funding
- Meet Western Health operational financial and quality key performance indicators
- Promote awareness amongst the ward/unit team including actions supporting social responsibility and sustainable use of resources
- Capacity and demand are managed effectively, and any risks are escalated appropriately

Managing People

- Establish and maintain a strong leadership presence and promote excellence at a unit / ward level
- Promote a culture of learning, innovation and research within the unit by acting as clinical nurse lead providing support, mentoring and education to team members
- Facilitate education to nurses, to build the knowledge and skill required to procure and judge the value of evidence, seek and appraise scientific and other quantitative and qualitative evidence to make a determination on the suitability of translation into practice
- Actively support and contribute to the development of advanced nursing practice roles that seek to improve patient care and service delivery
- Proactively manage retention / recruitment of staff
- Provide appropriate, consistent and equitable management of mandatory training, staff performance and clinical education
- Manage workforce metrics and focus on meeting the workforce KPIs e.g. agency, excess leave, personal leave and vacancy rates
- Comply with confidentiality obligations with regard to staff, patients, consumers and colleagues
- Comply with all Western Health policies and procedures
- Role model the Western Health values and behaviours when carrying out duties and in dealing with staff patients, consumers and colleagues
- Act in accordance with the Code of Conduct
- Demonstrate an understanding of the current Nursing Enterprise Bargaining Agreement and the Safe Care Act December 2015
- Ensure all rosters comply with the Western Health nursing roster guidelines
- Ensure all staff have an annual Professional Development Plan each year and that work with the staff member to ensure that this is resultant
- Ensure a system of work planning and development is in place for all staff to receive regular feedback, coaching and professional development opportunities

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:

- Divisional Directors/General Managers
- Operations Managers
- Clinical Service Directors
- Other NUMs
- Support Services
- People and Culture Services
- Medical and Allied Health staff relating to areas
- Heads of Units
- DONM's
- ANUM's
- CNC's
- Nurse Practitioners
- Unit/Ward team

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- Quality and Safety Coordinators
- Business analysts

External:

- NUMs from other health services in relevant clinical streams
- DHHS
- Relevant clinical networks

Selection Criteria

Essential

Professional

- Successful completion of a Bachelor of Nursing qualification or equivalent
- Registration as a Registered Nurse in Australia
- Possesses relevant postgraduate qualification and/or relevant clinical experience
- Possesses excellent clinical skills, displaying clinical leadership, innovation
- Demonstrates commitment to high quality, safe and person-centred patient care

Managerial

- Demonstrates high level management and operational skills including budget development and monitoring.
- 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

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
- 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

Desirable

- Is active within their professional / clinical area through participation or representation on committees
- Post graduate qualification at Master's Level

Leadership Capabilities

Leadership Capability	Definition
Customer focus	Building strong customer relationships and delivering customer-centric solutions. 'Customer' may be a patient, family, external agency or internal customer
Directs work	Providing direction, delegating, and removing obstacles to get work done
Ensures accountability	Holding self and others accountable to meet commitments
Interpersonal savvy	Relating openly and comfortably with diverse groups of people

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Builds effective teams	Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
Instils trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity
Being resilient	Rebounding from setbacks and adversity when facing difficult situations

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), 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 and 6A Family Violence Protection Act 2008
- Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines

General Information

- Redeployment to other services and 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

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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: [Click here to enter the Employee's name.](#)

Employee's Signature:

Date:

[Click here to enter a date.](#)

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