

POSITION DESCRIPTION

Position Title:	Program Manager
Business Unit/Department:	Western Health Mental Health at Home (WHMH at Home)
Division:	Mental Health Wellbeing Services (MHWS)
Award/Agreement:	Victorian Public Mental Health Services Enterprise Agreement 2020-2024
Classification:	NP78 RPN Grade 4, Unit Manager
Reports To:	Operational: Operations Manager – Acute & Inpatient Services Professional: Director of Nursing and Midwifery
Direct Reports:	Team Leader Registered Psychiatric Nurses
Date Prepared/Updated:	3 November 2025

Position Purpose
Western Health Mental Health at Home (WHMH at Home) is a 24-hour, 7-day per week service offering the equivalent of 10 beds for adults over 18 years who are experiencing an acute mental health crisis and would otherwise require an inpatient admission. The service is underpinned by the Hospital in the Home (HITH) model of care, ensuring acute mental health treatment is delivered safely and effectively within the consumer's home environment. WHMH at Home provides acute mental healthcare and support to individuals and families in their own homes, including risk assessments, mental state examinations, medication management, psychoeducation, and recovery-focused interventions. The Program Manager role offers the opportunity to lead this new and innovative service within Western Health's Mental Health and Wellbeing Division, delivering high-quality mental health care to the community of Melbourne's western suburbs. Through visible and accessible leadership, the Program Manager ensures care is right, safe, coordinated and consumer-centred, and is accountable for the operational, professional and clinical management of the unit's staff and resources. As a professional Registered Nurse, the Program 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 and practice in alignment with Nursing & Midwifery Board of Australia (NMBA) Registered Nurse Standards for Practice.

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

The Program Manager provides robust clinical leadership and management expertise, acting as a mentor and role model, and fostering the development of clinical and management skills across the team. By being present and engaged within the clinical environment, the Program Manager ensures high standards of care, facilitates reflective practice, monitors clinical outcomes, and uses consumer feedback to drive continuous improvement.

Attributes of effective Program Manager leadership include:

- Being visible and accessible in the clinical area to the multidisciplinary team, consumers and service users, for example by being available to carers and enabling team members to ask questions
- Working alongside the team in a supportive and 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, brining staff together to review clinical and workforce data and conducting unit-based nursing audits
- Providing regular feedback to the nursing clinical team on standards of nursing care provided and experienced by consumers 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 consumer 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 share governance and decision making and enhance individual/team performance to improve consumer care delivery and enhance the consumer experience.
- The Program Manager 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 consumer-focused philosophy.

The Program Manager contributes to providing quality mental health and wellbeing services by demonstrating proficient to expert behaviours across the five domains of leadership, research, evidence-based practice, education and learning, and clinical expertise, as outlined in the Western Health Nursing and Midwifery Professional Practice Framework.

Business Unit Overview

The Division of Mental Health and Wellbeing Services spans multiple Western Health sites and community settings, delivering services across the lifespan. Established in response to a key recommendation from the Royal Commission into Victoria's Mental Health System, the Division serves the municipalities and growth areas of Brimbank, Sunbury, Maribyrnong and Melton.

Care is provided through a recovery-oriented approach by a multidisciplinary workforce comprising skilled clinicians, consumers and carers. Services include hospital-based, community and specialist programs for adults, older adults, children and adolescents who are experiencing, or are at risk of developing, a serious mental illness. The Division works collaboratively across other Western Health Divisions and in partnership

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with external health and community providers to ensure the delivery of Best Care. With a strong commitment to innovation, the Division continues to expand and strengthen service options to meet the evolving mental health and wellbeing needs of the Western Melbourne community.

Key Responsibilities



Leadership

- Establish and maintain a strong leadership presence and promote excellence at a team level
Role model the Western Health values and behaviours when carrying out duties and in dealing with staff, consumers and colleagues
- Role model 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
- Foster an environment that encourages staff to ask questions, and answer these as honestly and directly as possible
- Provide proactive leadership and support to sustain "Timely Care" at the local level and responding to internal and external consumer feedback, for example:
 - Consumers are discharged appropriately and in a timely manner
 - Complaints are closed in line with the organisational target
 - Responding appropriately to the reporting requirements
- Foster a culture that recognises and promotes the importance of consumers and community in the provision of Best Care, and the role that community providers play in health care.
- Exhibit a high level of emotional self-control and flexibility in complex, changing, and/or ambiguous situations and when confronted with challenges
- Develop a performance excellence culture with clear accountability and governance structure
- 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 sound resource management practices to manage any variations identified
- Assist with the development of the Divisional annual business plan, and support with development, implementation and evaluation of the clinical area 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
- Plan strategically and work dynamically to manager competing priorities of the service / organisation
- Proactively manage retention / recruitment of staff



Research

- Participate or initiate research activities which inform evidence-based practice.
- Foster a culture of research and innovation by nurturing reflective practice, encouraging employees to undertake research and leading research within the team
- Lead quality or practice improvement initiatives at a local level
- Identify and supervise clinical champions in research or practice improvement activities
- Evaluate clinical practice against research evidence and identify areas of practice improvement highlighting gaps in research evidence
- Apply research evidence to clinical practice, use well developed strategies to inform practice in the absence of high-level evidence.



Evidence based practice

- 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

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- Initiate innovations that support continuous improvement
- Support the establishment of partnerships with consumers, carers/families and the multidisciplinary team when designing, implementing and maintaining systems
- Understand and address key local quality, safety and consumer experience issues and the broader organisational goals and prioritised actions for Best Care
- Drive and sustain a quality care and continuous improvement focus at a local level with an expectation of improved clinical and consumer outcomes
- Lead accreditation preparation and readiness at the local level and ensure standards are sustained on an ongoing basis to ensure optimal achievement at all times
- Utilisation of consumer experience data to guide service improvement
- 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.
- Comply with confidentiality obligations with regard to staff, consumers and colleagues



Education and Learning

- Participate in supervision
- Identify own and service training needs and attend well-targeted internal and external training seminars and conferences
- 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 from participation in meetings, seminars and conferences with staff and colleagues. For example, via huddles, in-service presentations, education forums and team meetings
- Hold a minimum of one Ward/Unit meeting per month. In addition, the leadership team to meet monthly. The leadership team meeting should extend to specific portfolio holding nurses.
- Provide learnings from consumer feedback
- Promote social awareness amongst the team including actions supporting social responsibility and sustainable use of resources
- 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 consumer care and service delivery
- Provide appropriate, consistent and equitable management of mandatory training, staff performance and clinical education. Ensure all staff have an annual Professional Development Plan each year
- 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

- Lead and oversee high performing clinical teams
- Act to ensure workloads are manageable and others have opportunity to self-manage and regulate
- Develop, apply and promote appropriate and innovative models of care
- Enhance/optimize the consumer's experiences, outcomes and safety
- Capacity and demand are managed effectively and any risks are escalated appropriately
- The Unit/ Clinical Indicators are at target or above. For example:
- Ensure an excellent standard of service is offered by partnering with consumers and the community at all levels of the health care provision, planning and evaluation
- Incident reports to be actioned as per organisational procedure
- Dashboards are utilised to develop actions to address areas for improvement and enhancement
- Development of strategies to reduce personal leave to meet organisational target
- Ensure appropriate roster management in line with Western Health guidelines

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- Ensure recruitment to vacancies happens 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
- Achieve excess annual leave to established targets.
- Ensure an excellent standard of service is offered by partnering with consumers and the community at all levels of the health care provision, planning and evaluation
- Addresses all complaints generated from the ward in a timely manner
- Ensure all consumers are aware of and receive their patient rights of human dignity, confidentiality, privacy and informed consent at all times
- Positively impact the consumer experience including daily consumer rounding with all consumers on the ward
- Attend Ward\Unit rounds with medical staff, as appropriate
- Communicate, work collaboratively and promote effective communication within the multidisciplinary team in the planning, implementation and evaluation of consumer management and administrative operation of the ward\unit
- Manage workforce metrics and meeting KPIs e.g., agency, excess leave, personal leave and vacancy rates
- Demonstrate an understanding of the current Enterprise Agreement and the Safe Patient Care Act
- Ensure all rosters comply with the Western Health roster guidelines

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:

- Operational leadership teams - Divisional Director, Operations Managers, Acute, Community and Specialist Services
- Medical staff related to area - Director of Clinical Services, Lead consultant psychiatrist, medical staff
- Director of Nursing, Mental Health and Wellbeing
- Deputy Director Operational Performance and Transformation
- Multidisciplinary team members
- Unit team
- Clinical Nurse Educators and Senior Mental Health Nurses
- Access Coordinator
- Transition Discharge Coordinators
- Emergency Mental Health
- Community Case Managers
- Best Care Coordinators
- Lived and living experience workforce
- Administration and support staff
- Consumers and carers
- Western Health, Hospital in the Home
- Other Unit Managers
- People and Culture Services
- Nursing and Midwifery Workforce Unit
- Business Analysts

External:

- Safer Care Victoria
- Mental Health and Wellbeing Commission
- Victoria Police and Ambulance Victoria
- Work Safe Victoria
- Primary care providers and general practitioners
- NDIS Providers
- Office of the Chief Psychiatrist

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Selection Criteria	
Essential	
<u>Professional</u>	• Current registration as a Registered Nurse with AHPRA • Possesses Postgraduate diploma or Master qualification in mental health nursing or equivalent • Substantial clinical experience (at least five years) in a range of Mental Health settings (e.g., acute mental health inpatient units, community mental health services, and/or crisis intervention services) • Possesses excellent clinical skills, displaying clinical leadership, innovation • Demonstrated expertise in recovery-oriented practice, trauma-informed care, and least restrictive practice principles • Demonstrates commitment to high quality, safe and person centred care
<u>Managerial</u>	• Proven management experience in complex healthcare environments with responsibility for multidisciplinary teams • Demonstrates high level management and operational skills including budget development and monitoring • Demonstrates a high level of knowledge in clinical governance frameworks within the public health sector and in mental health services • Comprehensive knowledge of the <i>Mental Health and Wellbeing Act 2022</i>, Victorian mental health legislation, and contemporary mental health service frameworks • Strong understanding of risk management principles and their application in community-based mental health settings • Experience in developing policies, procedures, and clinical guidelines for mental health services • Possesses knowledge of relevant legislation, policies and human resource procedures • Understands the key principles of financial and workforce management with necessary ability to navigate the required systems and documentation • Demonstrates strong computer literacy skills • Current Victorian Driver's License
<u>Leadership</u>	• Brings confidence to the role, and strong influencing capability • Can build, lead, nurture and empower impactful teams • Demonstrate high level of communication and interpersonal skills • Demonstrated ability in change management, stakeholder engagement and workforce development • Demonstrated capacity to work with limited direction and manage competing priorities in a complex project environment • Engage 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	• Tertiary qualifications in project management and/or leadership and management • Is active within their professional / clinical areas through participation or representation on committees • Previous experience in the implementation of new clinical programs.

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Leadership Capability	Definition
Customer Focus	Building strong customer relationships and delivering customer-centric solutions. 'Customer' may be a consumer, 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
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 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

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

Employee's Signature: _____ Date:

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

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