POSITION DESCRIPTION – Aged & Liaison Psychiatry Service

Date revised: August 2020

POSITION: Nurse Unit Manager - Baringa

AWARD/AGREEMENT: Victorian Public Mental Health Services Enterprise Agreement 2016-2020

CLASSIFICATION TITLE: Grade 4 – Nurse Manager

DEPARTMENT/DIVISION: Alfred Psychiatry Service
Aged Psychiatry & Liaison Services

OPERATIONALLY ACCOUNTABLE: Operations Manager – Aged & Psychiatry Liaison Services

PROFESSIONALLY ACCOUNTABLE: Operations Manager – Aged & Liaison Psychiatry Services

DIRECT REPORTS: Baringa Nursing staff
Baringa Clerical staff
Social Worker
Occupational Therapist

ALFRED HEALTH

Alfred Health is the main provider of health services to people living in the inner southeast suburbs of Melbourne and is also a major provider of specialist services to people across Victoria. The health service operates three outstanding facilities:

The Alfred is a major tertiary referral teaching hospital and provides a number of state-wide services.

Caulfield Hospital is a provider of a range of specialty services in the areas of community services, rehabilitation, aged care, residential care and aged persons mental health.

Sandringham Hospital has a strong focus on meeting the health needs of the local community.

Further information about Alfred Health is available at www.alfredhealth.org.au

OUR VALUES

Our staff are expected to demonstrate and uphold our values of:

Integrity, Accountability, Collaboration and Knowledge.
Our values provide the platform for the way we work and the decisions we make. Through this approach, our Vision and Mission are achieved.

CAULFIELD AGED & LIAISON PSYCHIATRY SERVICE

Alfred Mental & Addiction Health is responsible for the operation of services which focus on people with a severe mental illness residing in the Inner South Eastern area of Melbourne.

The Caulfield Aged & Liaison Psychiatry Service provides assessment, treatment and ongoing management for people over the age of 65 years with a mental health disorder including psychological & behavioural disturbances, for persons residing in the Inner South East catchment area.

The Caulfield Aged Psychiatry Service encompasses an acute inpatient assessment unit (Baringa), a multidisciplinary Community Assessment Team which includes Mobile Aged Psychiatry Service (MAPS) and a Consultation & Liaison (CL) Service, and a Clinical Trials & Research team.

Baringa consists of 15 beds and is staffed on an interdisciplinary model with 24 hour nursing care. As it is a unit treating patients with acute conditions there is an expectation that patients will be discharged into more appropriate environments as soon as they are ready for discharge.

The Community Assessment Team is essentially the front line of the mental health program. The inter-disciplinary team undertakes primary functions of community based assessment, treatment and case management of older persons with mental health problems living in the Inner South East region of Melbourne. It also provides a psychiatric Consultation & Liaison service to patients at Caulfield Hospital and to off campus Transitional Care Program (TCP) facilities.

The APS utilises a multidisciplinary team approach to patient care, which includes: registered nurses, medical, social work, occupational therapist, psychologist and clerical support staff.

The APS is the responsibility of the Director of Aged Psychiatry Services. The operational management of The Aged Psychiatry Service is the responsibility of the Operations Manager. Line responsibility delegations are to The Aged Psychiatry Services Nurse Unit Manager and the Community Team Manager.

The Aged Psychiatry Service forms part of the Alfred Psychiatry Service

Adult Psychiatry Services are provided by a number of teams located at the Alfred Hospital (Commercial Road, Prahran) and at St. Kilda Road Clinic, Alma Road CCU in St. Kilda, and PARC at South Yarra. There are 58 acute inpatient beds based at The Alfred, 20 bed sub-acute rehabilitation beds at Alma Rd St Kilda and a 10 bed Prevention and Recovery Service in South Yarra. The CYMHS/Headspace services are located in Moorabbin and Elsternwick, Bentleigh, Narre Warren and Frankston.

The single most important goal of Alfred Psychiatry is to create an environment that facilitates clinical recovery, supports individual recovery efforts and strives to minimise service system barriers to the recovery process.

POSITION SUMMARY

The Nurse Unit Manager (NUM) of the Baringa Acute Aged Persons Assessment Unit is recognised as a key member of the senior nursing team who acts as a role model and fulfils the core values of the organisation through effective leadership and management of clinical nursing staff. He/she
supports excellence in clinical practice, facilitates clinical education to advance professional nursing, promotes the development of other nurse professionals and ensures the philosophy of nursing and standards of practice are consistently reflected in nursing practice and patient care. The NUM has direct responsibility for unit based clinical standards and financial management.

**KEY RESPONSIBILITIES**

**Leadership and Management**
- Administrates and convenes the regular Ward Leadership Team meetings
- Ensures the inpatient unit fulfils the obligations and requirements of the Mental Health Act and that systems are in place to report and monitor relevant activities
- Acts as a role model for staff, setting and clearly communicating clinical and behavioural expectations.
- Promotes effective teamwork on the unit.
- Establishes and maintains appropriate staffing profiles, monitors retention rates and ensures timely recruitment processes are completed.
- Timely preparation & maintenance of Unit roster ensuring appropriate staff resources to meet patient’s needs.
- Is accountable for, monitoring and evaluation of unit budgets and overall performance.
- Monitors unplanned absence and progresses discussion with staff who have a significant percentage of unplanned absence.
- Implements annual Performance Review as per policy.
- Monitoring & evaluation of Clinical Performance Indicators & initiate strategies to address variance.
- Monitoring & evaluation of Key Performance Indicators & initiate strategies to address variance.
- Ensures efficient and effective utilisation of resources on the unit.
- Actively participates on committees, working parties, interdisciplinary and interdepartmental forums concerned with patient care and nursing practice.
- Actively participates in program clinical and business meetings.
- Anticipates change, recognising the implications of change and provides leadership throughout the change process.
- Consults with the Senior Nurse Manager Aged Psychiatry Services on matters that may result in significant clinical, human resource, industrial, financial and/or safety implications.
- In conjunction with the Director of Aged Psychiatry oversees the function & performance of ECT and ensures all nursing staff allocated to ECT are appropriately qualified and credentialed.
- Ensures systems are in place to review general maintenance needs of the building and completion of all necessary works to ensure a safe environment.

**Communication**
- Builds relationships with staff, peers and colleagues to facilitate interdisciplinary planning and the development of programs aimed at meeting and/or improving patient care outcomes.
- Communicates nursing standards to other members of the health care team, students and visitors to facilitate participation and achievement of quality patient goals.
- Ensures all relevant memos and other forms of written information are distributed to nursing staff as per policy.
- Conducts monthly staff meetings and maintains and distributes minutes to all staff.

**Quality and Risk Management**

- Identifies through observation, audits, incidents and staff feedback areas that require improvement and develops and implements improvement initiatives accordingly.
- Establishes unit based quality improvement programs in accordance with the Chief Psychiatrist’s review, the National Standards for Mental Health Services and the National Safety & Quality Health Service Standards.
- Participates in service and/or program quality improvement activities.
- Facilitates the identification of standards and indicators, which reflect relevant patient care goals.
- Ensures continuous analysis and evaluation of quality initiatives and program outcomes and makes changes as needed.
- Ensures unit based programs are consistent with the organisation and nursing philosophy.
- Communicates audit results to nursing staff and ensures identified audit driven improvement opportunities are addressed through quality initiatives.
- Investigates complaints, identifies the issues that have prompted the complaints and implements strategies to prevent/minimize reoccurrence of identified complaints.
- Contributes to policy and procedure development.
- Manages incidents and adverse events appropriately.

**Professional and Ethical Practice**

- Maintains patient confidentiality at all times.
- Recognises own ability and level of professional competence.
- Ensures practice is in accordance with legislation and common law affecting nursing practice.
- Demonstrates a positive attitude to the agreed role and responsibility of the position.
- Demonstrates ability to understand and integrate those behaviours which reflect the vision, philosophy and values of the organisation.
- Displays commitment to supporting a discrimination and harassment free work environment.

**Occupational Health and Safety**

- Ensures the use of restraint is appropriate and meets with policy requirements.
- Is actively involved in matters relating to Occupational Health and Safety and ensures safety standards within the work environment are met.
- Participates in relevant safety training.
- Ensures availability and/or use of protective clothing and/or equipment as appropriate.
- Seeks clarification on safety matters where uncertain.
- Is familiar with emergency procedures and understands individual roles in the event of emergency.
- Develops and monitors return to work plans for nursing staff on Workcover.
- Reviews patient and staff incidents and progresses thorough investigations and implements strategies to prevent or minimise the risk of incidents occurring.

**Clinical Practice**
▪ Ensures delivery of quality care based on assessment and planning of individual’s needs.
▪ Ensures maintenance of accurate and comprehensive documentation related to patient care.
▪ Oversees unit based bed management with regard to admissions, transfers and discharges.
▪ Provides support and guidance to nursing staff in managing complex and medically unstable patients.
▪ Promotes a spirit of inquiry regarding existing practice and the development and testing of new approaches to care.
▪ Ensures application of all relevant policies, procedures and guidelines.

**Infection Control**
▪ Adheres to infection control policies and procedures.

**Professional Development**
▪ Maintains and updates own professional development to ensure safe and contemporary practice.
▪ Develops, monitors and documents orientation and ongoing education that supports the professional development of nurses in the unit.
▪ Ensures attendance of nursing staff at mandatory education sessions and maintains unit based records accordingly.

**In this position you must comply with the actions set out in the relevant section(s) of the OHS Roles and Responsibilities Guideline.**

**KEY CAPABILITIES AND VALUES:**

**Capabilities for all Nursing Management Staff**
▪ Functions in accordance with legislation, policies and procedures affecting practice and health care.
▪ Demonstrates critical thinking in the conduct of practice within a professional, ethical and evidence-based framework. Models the Alfred Health values and champions organisational issues. Engages in and leads informed critique and influence at the systems level of health care. Treats all information obtained in a professional capacity as confidential.
▪ Demonstrates initiative and problem solving ability. Leads change through people, demonstrating flexibility, adaptability and resilience. Promotes innovation and influences strategically and effectively.
▪ Promotes and preserves the trust, safety, security and personal integrity of patients, respecting the rights, dignity, culture, values, beliefs and property of patients and significant others.
▪ Promotes and maintains a strong customer service approach in all aspects of service provision. Supports the informed decision-making of patients and ensures that complaint mechanisms are accessible and responsive.
▪ Accepts accountability and responsibility for own actions and the fiscal and other outcomes of charged delegations. Maintains awareness of costs and resources, and demonstrates an entrepreneurial approach.
• Participates in ongoing professional development of self. Develops and maintains collegiate networks to contribute to own development and the achievement of departmental objectives. Maintains political astuteness and demonstrates excellent communication and presentation.

• Provides effective leadership and control in all aspects of human resource management including staff recruitment, orientation, rostering, leave management, clinical supervision, conflict management, performance management and disciplinary action. Sets and communicates clear direction and expectations, provides constructive feedback and holds staff to account.

• Facilitates ongoing professional development for staff including a local education program, preceptorship and student development.

• Is proactive in managing a clinical service that is enhanced and extended by autonomous and accountable practice. Acts to empower staff toward achievement of departmental objectives.

• Maintains open and effective communication mechanisms within the department and externally. Engages in and leads clinical collaboration that creates a culture which will optimise outcomes.

• Engages in and leads quality improvement processes and compliance with standards. Seeks out, identifies and implements improvement opportunities.

• Promotes and supports workplace safety and risk management through safe practices and environmental appropriateness. Does not tolerate harassment and discriminatory practices.

Knowledge
• Post graduate qualifications in Psychiatric Nursing or Management with experience across a range of settings including as a minimum community psychiatry care.

• Sound knowledge of the Mental Health Act and relevant legislation.

• Extensive knowledge of and clinical practice in Psychiatric Nursing.

• Previous management experience.

Skills
• Ability to communicate effectively both written and verbal.

• Ability to make significant contribution to, facilitate and enhance the interdisciplinary team.

• Ability to resolve conflict, handle complaints and manage complex situations.

• Ability to problem solve, confront issues and provide effective feedback to staff.

• Exceptional organisational and time management skills.

• Ability to motivate individuals and groups to achieve common goals.

• Ability to maintain professional standards and to self evaluate professional practice.

Behaviours
• A positive approach to ageing and mental health.

• A positive approach to ongoing self education and skill development.

• A flexible and team oriented approach.

• A positive approach to change and diversity.

Values

Values consistent with those of Alfred Health which are:
▪ Caring and responding to our clients and our community.
▪ Encouraging and achieving excellence, continual learning and improvement.
▪ Working in partnership and co-operation.
▪ Being responsible and accountable for the services we provide.
▪ Achievement through team work.
▪ Treating people with integrity, in a friendly, trusting and respectful manner and environment.

**QUALIFICATIONS/EXPERIENCE REQUIRED**

**Mandatory**
▪ Registered Nurse - Division 1 with Psychiatric Endorsement with APHRA
▪ Post graduate qualifications in Psychiatric Nursing with experience across a range of settings.
▪ Sound knowledge of the Mental Health Act and relevant legislation.

**Preferred**
▪ Extensive knowledge of and clinical practice in Psychiatric Nursing.
▪ Previous management experience.

**Authorised by:** Operations Manager – Aged & Liaison Psychiatry Services

**Date:** August 2020