

POSITION: Nursing Operations Manager (Coordinator of Nursing)

REPORTS TO: Senior Manager

DATE UPDATED: September 2024

ORGANISATIONAL ENVIRONMENT

MCM (Melbourne City Mission) is a leading community services organisation that innovatively works alongside thousands of Victorians and their communities to overcome barriers experienced through Homelessness, Early Years, Disability, Palliative care, Early Childhood Intervention Services and Education.

With deep experience working with communities experiencing disadvantage, MCM advocates for systemic change, working across all sectors to sustainably disrupt such disadvantage.

Since 1854, MCM has been striving for those experiencing disadvantage to live their life, their way.

JOB CONTEXT

This full-time position (76 hours per fortnight, Monday to Friday) is based at Thornbury and implements MCM's commitment to best practice in aged and palliative care.

MCM Palliative Care was established in 1981 as the first community-based palliative care service to operate in Victoria. The service aims to enhance quality of life by providing specialist, interdisciplinary health care and practical support for people living with a terminal condition and their families and carers including the management of complex symptoms, loss, grief and bereavement. The service is available to residents of the local government areas of Darebin, Hume, Merri-bek and Yarra, including those living in Aged Care homes.

Nursing services are available 7 days a week through the operation of a morning (0830 – 1700) and afternoon (1230 – 2100) shift. Overnight support is available in partnership with St Vincents Caritas Christi Afterhours Triage Service (phone based).

Medical services are available in partnership with Melbourne Health, with Registrar positions aligned to the Victorian Palliative Medicine Training Program additionally supported by Palliative Care Consultant sessions.

JOB PURPOSE

The Nursing Operations Manager is responsible for the overall management of the MCM Palliative Care Nursing team, ensuring the standard of care meets the needs of clients, family and carers in a high quality, comprehensive, coordinated, and interdisciplinary manner.

The Nursing Operations Manager provides strategic and operational leadership of the nursing team and coordination of contracted services as applicable, (such as the Medical Registrar) within the interdisciplinary team, in collaboration with the Palliative Care Leadership Team.

JOB OBJECTIVES

Duties of this role may include but are not limited to the following:

In line with the Victorian Department of Health (DoH) Palliative Care Policy framework and MCM Strategic Plan, lead and drive innovation within palliative care.

- Using adaptive leadership principles, provide leadership, management, and coordination of MCM Palliative Care nursing staff and contracted services, when applicable.
- Demonstrate clinical leadership, reflected in professional behaviour and communication with stakeholders in community and inpatient settings.
- Demonstrate understanding of current DoH policies and monitoring strategies and how they may impact on community palliative care.
- Maintain awareness of emerging issues that may impact on MCMPC nursing and contracted services resources.
- Identify opportunities for innovation to improve effectiveness and efficiency.
- Participate in education and research as relevant to palliative care.
- Demonstrate leadership in community-based Palliative Care through the promotion of issues locally, statewide, and nationally where applicable.
- Develop and actively maintain collaborative networks with key internal and external stakeholders, for example, MCM Leaders Network, Palliative Care Victoria, Safer Care Victoria.

Human Resource Management

Ensure the employment, orientation and practice of staff employed by MCM Palliative Care is in accordance with MCM policy and procedures and industry practice standards.

- Ensure that all nurses and medical staff have appropriate and current registration with APHRA.
- Ensure all nursing team members have a current position description and annual performance review in accordance with MCM policy and procedure.
- Provide and facilitate opportunities for direct and group-based supervision to direct reports in accordance with MCM policy and procedures.
- Manage nursing resources to ensure clients receive timely and optimal care, including coordination of contracted services, continuity of care and appropriate skill matching as needed.
- Monitor and effectively manage all leave provisions to minimise impact on operational resources.
- Plan and manage rosters to ensure staffing meets client demand with appropriate skill mix. Rosters should be completed and available in accordance with relevant EBA.

Financial Resource Management

Display an awareness and understanding of budgetary requirements with relation to the use of resources.

- Develop annual business plans and budget in collaboration with Senior Manager Palliative Care.
- Monitor nursing budget impacts to proactively identify financial issues.
- Review and report nursing budget status with Senior Manager Palliative Care monthly, or sooner if identifying issues.
- Monitor and manage staff leave provisions to ensure operational and financial liability is limited in accordance with MCM Leave procedure.

Communication

Model and maintain a high standard of written and verbal communication.

- Ensure decision making processes are transparent, inclusive, and effective.
- Promote effective communication within the interdisciplinary team to ensure optimal staff, and client management.
- Ensure medical record documentation meets legal, professional, and organisational requirements.
- Actively participate in internal and external meetings to ensure best outcomes for organisation, staff, and clients as relevant.
- Be the conduit through which information from management and the interdisciplinary team is shared with staff.

Quality and Performance Development

Promote the organisational culture of continuous improvement.

- Ensure that staff comply with relevant workplace health and safety policies and procedures.
- Ensure clinical practice complies with relevant regulations, code of conduct and statutory requirements as stipulated by the Nursing and Midwifery Council and the Australian Health Practitioners Regulation Agency
- Identify, develop, and implement, in collaboration with MCM quality staff, quality improvement and best practice processes, including review mechanisms (Plan, Act, Study, Do cycle).
- Participate in the demonstration and application of operations in accordance with National Safety and Quality Primary and Community Health Standards (NSQPCH); Palliative Care Outcomes Collaboration (PCOC), National Palliative Care Standards, Victorian Integrated Non-Admitted Health minimum dataset (VINAH), *and* Department of Health Monitoring strategy for specialist inpatient and community palliative care.
- Actively participate and contribute to the analysis of workplace issues to gain understanding of root cause.
- Ensure data is collected and reported according to PCOC and DoH VINAH requirements.

- Promote a safe working environment where incidents are minimal and are addressed promptly.
- Maintain knowledge of current evidence-based clinical practice
- Facilitate nursing team members learning and development, collaborating with them to identify and target professional development, ensuring competencies are maintained and improved.
- Ensure nursing staff complete mandatory training requirements and yearly competencies.
- Ensure services are available within the framework of MCM's policies and procedures, legislative requirements, and meet the relevant service standards.

Perform other duties and responsibilities, as directed by the Senior Manager Palliative Care or delegate.

POSITION AUTHORITIES

Direct reports:	Nursing Staff, contracted services (E.G Medical Registrar)
Indirect reports:	Interdisciplinary Staff
Operating expenditure:	As per delegations of authority
Capital expenditure:	As per delegations of authority
Other:	Recruitment Authorising time sheets

KEY RELATIONSHIPS

This position may have relationships with a diverse range of MCM employees, external service providers, organisations and stakeholders within the community, with the view to providing the most appropriate and effective services and supports to the people they support. Examples of key relationships are detailed in the following table:

Internal Relationships	• Senior Manager, program leads and interdisciplinary team.
	• Operations and Shared Service Managers and staff.
	• MCM Leaders Network
External Relationships	• Sector partners, including metropolitan health networks
	• Peak bodies including Palliative Care Victoria and Safer Care Victoria
	• Stateside Palliative Care Consortium and member agencies
	• Contracted services

KEY SELECTION CRITERIA

Essential:

- Registered Nurse Division 1
- Minimum of 5 years of clinical experience in specialist palliative care or related field
- Post-graduate qualification in palliative care or relevant discipline at graduate diploma or master's level
- Ability to work autonomously and as a team member within a framework of collaboration.
- Advanced knowledge and skills in the principles and practices of palliative care service delivery
- Proven experience in effectively managing staff to meet operational and service requirements.
- Excellent time management and organizational skills
- The capacity to be flexible and adaptable, with effective critical thinking skills.
- Skills in staff supervision, including mentoring and performance development.
- Excellent communication and people skills
- Demonstrated competency with mobile information technology and associated programs.
- Satisfactory completion of safety screening including a National Police check, International Police check (if required), a current Victorian Working with Children Check (Employee), current Victorian Drivers Licence, and the right to work in Australia.

Desirable:

- Qualifications in business as related to health.

ORGANISATIONAL REQUIREMENTS AND COMMITMENTS

Child Safety & Safety of Vulnerable People

MCM is a Child Safe Organisation. We are committed to the safety and wellbeing of children, young people, people with a disability and other vulnerable people. We have a zero tolerance of abuse and neglect of all vulnerable people and are committed to actively contributing to a safe organisation in which children, young people, people with a disability and vulnerable people are protected from violence, abuse and neglect. All employees are required to comply with the Child Safe Standards.

Workplace Health & Safety:

MCM's strategy is to create a working environment in which we have zero tolerance for compromised worker safety. As an employer we endeavour to provide a working environment that is safe for all employees and people who use our services and adheres to Occupational Health & Safety regulations as an employer.

As an employee, you also have Occupational Health & Safety responsibilities as follows:

- To comply with all MCM policies related to Occupational Health and Safety in the workplace.
- Take reasonable care of your own health and safety in addition to the health and safety of your colleagues and people who use our services who may be affected by your acts or omissions in the workplace.

Operational Accountability:

MCM is committed to operating efficiently, ethically and remaining operationally and financially sustainable.

As an employee you are expected to operate within the requirements of our accreditation, registrations, delegations and work responsibilities as detailed in our various policies and procedures, Code of Conduct and regulatory guidelines.

COMPLIANCE

As an employee, you are expected to comply with the following:

- Comply with and actively support all position, division and organisational policies and procedures.
- All employees are subject to MCM’s Employment Safety Screening Procedure.

LEADERSHIP CAPABILITY FRAMEWORK

In addition to the key selection criteria, applicants should be able to demonstrate the following attributes:

KEY AREA	BEHAVIOURAL CAPABILITIES
PARTNERSHIPS	<p>Customer Focused We do our best work when we understand people and enable them to direct their own lives. We partner with others to provide access to what they need locally.</p>
PARTNERSHIPS	<p>Collaboration & Cooperation Seeks to find the right solution for all. Stays connected and works together with colleagues and the people who use our services to achieve great things.</p>
PARTNERSHIPS	<p>Resolves Disagreements Addresses and resolves conflict constructively. Defuses dispute to achieve mutually beneficial outcomes for all parties.</p>
PARTNERSHIPS	<p>Credibility & Integrity Establishes credibility and trust in the eyes of clients, colleagues, regulators, funders and partners. Is recognised being principled and as having expertise as a leader.</p>
REPUTATION	<p>Provable Results Is accountable. Delivers measurable outcomes. Driven and energetic; striving to meet targets and quality outputs for the people who use our services and our colleagues.</p>
PEOPLE	<p>Resilience & Bounce Back Deals effectively with unexpected challenges and adversity. Quickly recovers to take a positive stance to setbacks and disappointments.</p>

PEOPLE **Builds Capability & Realises Potential**
Plays an active role in their own and others' development. Encourages and inspires others to realise ambitions and potential.

PEOPLE **Challenge & Change**
Forward thinking. Challenges the status quo and looks for innovative solutions to how MCM can make a positive difference.

PEOPLE **Safety First**
Always puts safety first. Creates a safe, healthy and caring workplace that is expressed in all operational activities and interactions with others.

OUR VALUES

Employees are expected to commit to and demonstrate MCM's values:

Together We are inclusive and accepting of difference.
We work in highly effective teams and our people are connected across our organisation.
We engage proactively with others to deliver outcomes.

Courageous We speak up constructively in line with our convictions.
We pursue our goals with determination.
We are passionate about our advocacy role.

Curious We are inquisitive and ask why.
We challenge the status quo.
We actively explore the alternatives.

Open We are transparent and have genuine, honest interactions.
We listen and hear people's voices.
We value and respect the autonomy of clients.
We trust one another.

Accountable We act safely in all our interactions.
We manage within our financial and resource boundaries.
We own our outcomes and decisions.
We are proud of the work that we do.