



# **RCH Associate Nurse Unit Manager**

## Orientation and Development Guide

2nd Edition. June 2016

# Table of Contents

<b>Welcome.....</b>	<b>3</b>
<i>RCH Vision.....</i>	<i>3</i>
<i>RCH Values .....</i>	<i>3</i>
<i>RCH Strategic Plan 2013-18 .....</i>	<i>3</i>
<i>The Roles: Everyone has a role in creating Great Care .....</i>	<i>4</i>
<i>Organisational Structure .....</i>	<i>5</i>
<i>Nursing Services.....</i>	<i>5</i>
<b>RCH Nurse Manager Standards for Practice and Operationalisation for ANUMs .....</b>	<b>6</b>
<i>Direct and Comprehensive Care.....</i>	<i>6</i>
<i>Support of Systems.....</i>	<i>7</i>
<i>Education and Professional Development.....</i>	<i>8</i>
<i>Research and Quality.....</i>	<i>8</i>
<i>Professional leadership.....</i>	<i>9</i>
<b>Associate Nurse Unit Manager Orientation and Familiarisation Plan .....</b>	<b>10</b>
<b>Essential Policies and Procedures .....</b>	<b>11</b>
<b>Mandatory Competencies .....</b>	<b>13</b>
<b>Key Contacts .....</b>	<b>14</b>
<b>Appendix 1: Key Contacts - Positions and names of current incumbents.....</b>	<b>17</b>
<b>Appendix 2: Ward Contact Details .....</b>	<b>18</b>

This orientation guide was developed by a working group chaired by Bernadette Twomey, Executive Director Nursing and Allied Health and Chief Nursing Officer.

Working group members:

Ash Doherty	NUM Koala
Chelsea Holdsworth	Acting NUM Sugar Glider
Dani Smith	Nursing Director Clinical Operations Ambulatory Services
Daniel Lew	HR Partner Nursing Workforce
Emma Jones	Manager Nursing and Administration Workforce and RCH Interpreter NESB Service
James Goddard	NUM Day Medical Care
Jayne Hughan	NUM Emergency Department
Kelly Bernard	NUM Possum Surgical Day and Short Stay
Sally Lima	Nurse Consultant Nursing Research

If you have any questions or comments regarding this guide please email [bernadette.twomey@rch.org.au](mailto:bernadette.twomey@rch.org.au).

2nd Edition

June 2016

## Welcome

Welcome to your position as an Associate Nurse Unit Manager (ANUM) at The Royal Children's Hospital (RCH). We look forward to the contribution you will make to nursing and are confident that your experience with us will be professionally rewarding.

Your Nurse Unit Manager (NUM) is:

Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

This orientation and development guide will assist you to adapt and grow in your new role. The guide begins with an overview of the RCH's vision, values, strategic plan and introduction to Nursing Services. This is followed by a detailed overview of the Nurse Manager Standards for Practice, including how they are operationalised for ANUMs. Next up is an orientation and development plan for you to individualise. The rest of the guide includes essential and useful resources, and key contacts.

## RCH Vision

The Royal Children's Hospital, a GREAT children's hospital, leading the way.

## RCH Values

*Unity* We work as a team and in partnership with our communities  
*Respect* We respect the rights of all and treat people the way that we'd like them to treat us  
*Integrity* We believe that how we work is as important as what we do  
*Excellence* We are committed to achieving our goals and improving outcomes

## RCH Strategic Plan 2013-18

Our Strategic Plan is our road map for the future. We are a complex hospital with a vast range of expertise and clinical focus'. What our Strategic Plan does is unify us. It articulates our common purpose and shared vision. It brings together the unique threads of each department to weave the brilliant tapestry that is The Royal Children's Hospital. You can locate a copy of the complete Strategic Plan at:

- [http://www.rch.org.au/uploadedFiles/Main/Content/strategic\\_plan/Strategic\\_Plan\\_A4.pdf](http://www.rch.org.au/uploadedFiles/Main/Content/strategic_plan/Strategic_Plan_A4.pdf)

Below you will find the figures that best summarise the key components of the Strategic Plan.



**The Great Care Triangle**

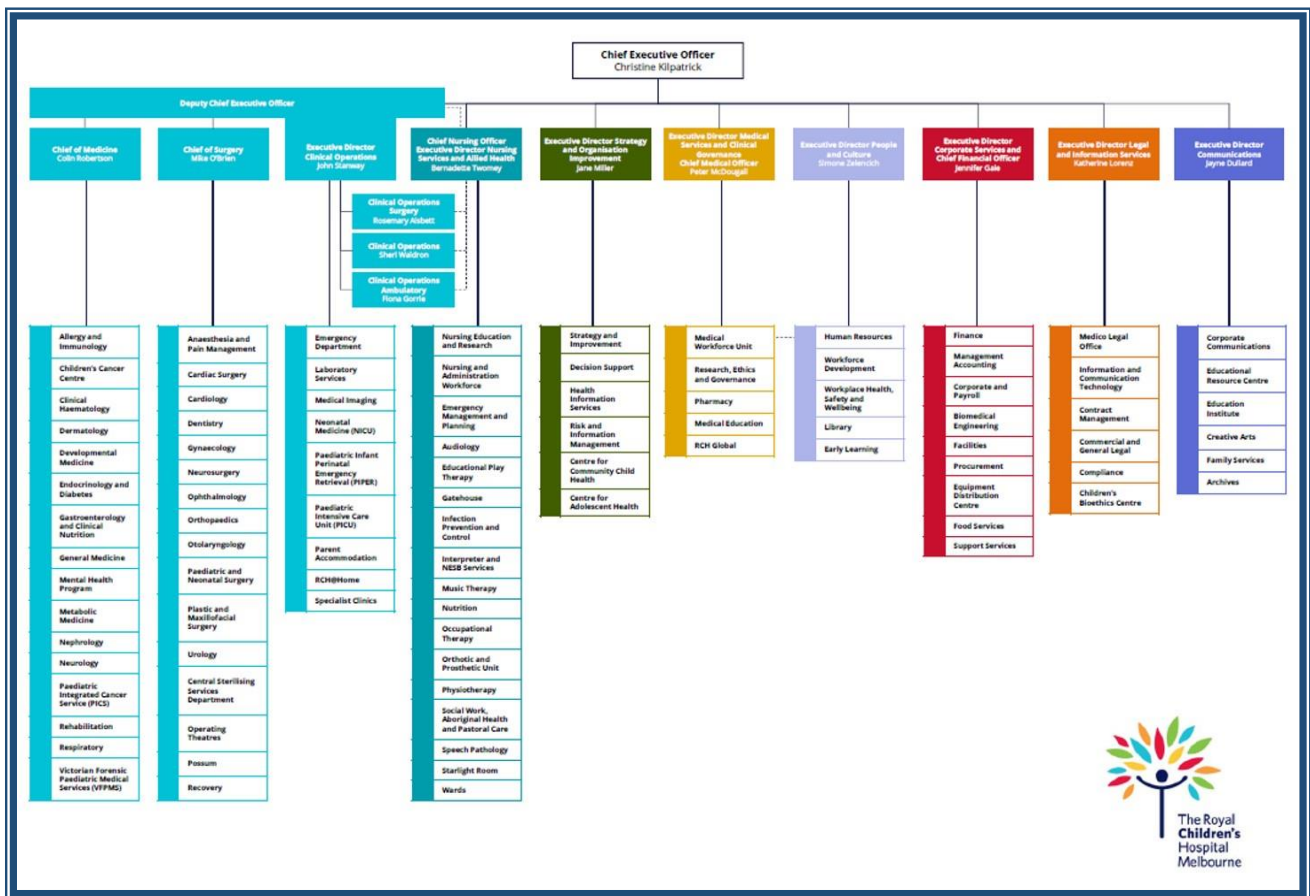
<b>Vision</b>	The Royal Children's Hospital, a GREAT children's hospital, leading the way			
<b>Mission</b>	The Royal Children's Hospital improves the health and wellbeing of children and adolescents through leadership in healthcare, research and education			
<b>Strategic Focus</b>	Deliver Great Care			
<b>Strategic Priorities</b>	Collaborate with our local partners to deliver high quality paediatric care to our community	Become a national centre of excellence for infant, childhood and adolescent mental health	Build on campus and Parkville Precinct partnerships	Establish a sustainable RCH global program
<b>Our People</b>	Be a great place to work; staff are recognised for their achievements, are happy, safe and provide Great Care	Attract and retain quality, skilled staff who add value to our high performing team	Invest in a workforce of the future	
<b>Our Enablers</b>	Collaboration		Innovation	
	Education		Information Technology	
	Research		Financial Sustainability	
<b>Values</b>	Unity, Respect, Integrity, Excellence			

## The Roles: *Everyone* has a role in creating Great Care

Everyone at the RCH; patients and families, clinical and corporate staff, has a role to play in achieving great care. These roles are consistent with enacting the RCH values, and will be continuously developed and enhanced over the life of the quality plan to support each person to play their part:

- *RCH Patients and Families:* provide their perspective on the quality of care the RCH provides and participate in improving it.
- *Staff at the Frontline of Care:* have the greatest impact on the patient and family experience: whether in a clinical or non-clinical role, staff who deal directly with patients shape the quality of their care.
- *Department Managers:* lead, support and develop the culture and performance of their service to achieve great care.
- *Directors:* take a leadership role and systems approach to creating great care and services.
- *Strategy and Organisational Improvement:* facilitates the development and implementation of quality and risk systems to support the RCH to achieve its quality goals.
- *The Clinical Quality and Safety Committee and Sub Committees:* guide and monitor the implementation of the quality plan and associated systems, to support safe quality care.
- *The Chief Executive Officer and Executive Directors:* define, drive and support the achievement of great care across the RCH.
- *Board Members, through the RCH Board and Board Quality Committee:* define the quality of care that the RCH wants to be known for and ensure robust governance systems are in place to support this.

# Organisational Structure



## Nursing Services

For 145 years nurses have been providing leadership in paediatric nursing at the RCH. There are approximately 1,700 nurses working in a variety of nursing roles including: clinical practice, management, research and education. Nursing practice occurs in inpatient, outpatient, ambulatory care and community settings and we welcome nurses with all levels of skills, knowledge and experience into our teams. We are committed to competency based practice and provide nurses with a comprehensive, individualised orientation and familiarisation program. The RCH Nursing Competency Framework provides the means through which nurses are assisted to reach their potential and contribute to the ongoing development of nursing practice. Nursing at the RCH recognises that practice occurs within teams. The philosophy of care for inpatient nursing is 'patient allocation within a team based model of nursing'.

# RCH Nurse Manager Standards for Practice and Operationalisation for ANUMs

The RCH recognises nursing development may occur across four pathways: Clinical Practice, Research, Education and Management. In accordance with the requirements for registration, all nurses practising in Australia, regardless of pathway, must do so in accordance with a number of standards specified by the Nursing and Midwifery Board of Australia. To make explicit the expectations of nurses at the RCH, five domains of practice, originally described by Mick and Ackerman (2000), have been used to describe the pathways for development, with the relative emphasis of practice differing in support of the increased focus warranted within each pathway.

The domains of practice include:

- Direct and Comprehensive Care: patient focused activities
- Support of Systems: activities that support optimal functioning of the organisation
- Education and Professional Development: activities that enhance learning and development
- Research and Quality: activities that seek to improve patient outcomes
- Professional Leadership: activities that promote the profession

This section provides a detailed description of the 16 Standards for Practice for Nurse Managers at the RCH, sitting within the five domains of professional practice, demonstrating the breadth and depth of professional responsibility for Nurse Managers. The Standards have been developed to provide a framework for NUM and ANUM to develop in their roles to manage and lead nurses 24/7, ensuring care across the RCH is standardised to preserve equitable, safe, quality care for patients and families. Beside each standard in this guide are details about how the standard is operationalised and demonstrated for ANUMs. Hyperlinks will take you to webpages that provide the 'how to'. Over time, more hyperlinks will be available as areas are prioritised and resources developed. A companion document is available that describes how the standards apply to NUMs.

## Direct and Comprehensive Care

	Standard	Operationalising the standard
1.	<b>Clinical competence:</b> Provides and ensures clinical nursing is delivered competently with the goal for excellence in nursing care.	It is an expectation at the RCH that all ANUMs will maintain an expert level of clinical competence in order to support teams. ANUMs will support staff to work within their scope of practice, providing direct or indirect supervision as required. <ul style="list-style-type: none"> <li>• <a href="#">Care Planning and Implementation</a></li> <li>• <a href="#">Nursing Education: Nursing Competency Framework</a></li> </ul>
2.	<b>Zero harm, patient safety:</b> Acts to ensure zero harm and safety for all patients.	There is a primary relationship between this standard and a number of the <a href="#">National Safety Standards</a> . This standard also closely aligns to the <a href="#">Convention on the Rights of the Child</a> . There is an expectation that all ANUMs have sound understanding of the principles underpinning the following, and in conjunction with the NUM act to ensure staff understand and adhere to relevant policies, procedures and guidelines. <ul style="list-style-type: none"> <li>• <a href="#">Clinical Handover</a></li> <li>• <a href="#">Falls Prevention</a></li> <li>• <a href="#">Hand Hygiene; Washup Overview</a></li> <li>• <a href="#">Infection Prevention and Control; Department</a></li> <li>• <a href="#">Medication Safety</a></li> <li>• <a href="#">Patient ID</a></li> <li>• <a href="#">Pressure Injury Prevention and Management</a></li> <li>• <a href="#">Vulnerable Children Policy</a> (and all associated procedures)</li> <li>• <a href="#">Volunteers – Visiting Volunteers Program</a></li> </ul> ANUMs are responsible for assisting NUM in monthly audits and ensuring the safety of children at all times.

## Support of Systems

	Standard	Operationalising the standard
3.	<p><b>Timely access:</b> Contributes to efficient patient flow through the RCH to ensure the right patient receives the right care in the right place at the right time.</p>	<p>This standard relates directly to patient access and flow. In order to achieve this standard, all ANUMs must be familiar with and implement in conjunction with NUMs the following as relates to the unit :</p> <ul style="list-style-type: none"> <li>• <a href="#">Access Policy</a></li> <li>• <a href="#">Bed Management</a></li> <li>• Bed Meeting</li> <li>• <a href="#">Good to Go in Action</a></li> <li>• <a href="#">Journey Boards</a></li> <li>• <a href="#">Long Stay Initiative (length of stay)</a></li> <li>• Model of care</li> <li>• <a href="#">RCH NEAT</a></li> <li>• <a href="#">NEST (National Elective Surgery Target)</a></li> <li>• <a href="#">Wallaby: About Wallaby Ward</a></li> </ul>
4.	<p><b>Zero harm, safe environment:</b> Anticipates and provides a safe and zero harm environment to all staff, patients and families.</p>	<p>The primary focus for this standard is the role of the ANUM in regards to Emergency Management and Workplace Health and Safety (WH&amp;S)*. To meet this standard ANUMs must understand and on their shift coordinate the implementation of the following in their unit:</p> <ul style="list-style-type: none"> <li>• <a href="#">Emergency Procedures</a></li> <li>• <a href="#">Code Grey</a></li> <li>• <a href="#">Zone Warden</a></li> <li>• <a href="#">Smart Move Smart Lift</a></li> </ul> <p><small>*As a subsection of WH&amp;S, staff wellbeing is addressed under guidance (standard 14)</small></p>
5.	<p><b>Sustainable healthcare:</b> Contributes to sustainable healthcare by efficiently managing resources for present and future demand.</p>	<p>This standard directly relates to the responsibilities of ANUMs to ensure resources are managed efficiently. To achieve this standard ANUMs must have an awareness of and mindful of resource allocation regarding:</p> <ul style="list-style-type: none"> <li>• The nursing model of care and staffing for the unit</li> <li>• <a href="#">Biomedical Engineering</a></li> <li>• <a href="#">Material Resources / Stores and Imprest</a></li> </ul>
6.	<p><b>People management:</b> Conducts and maintains a safety culture for staff.</p>	<p>This standard is all about people management#. The key activities ANUMs must understand and engage effectively in to achieve this standard under the leadership of the NUM include:</p> <ul style="list-style-type: none"> <li>• <a href="#">Mercury</a>, <a href="#">Learning Seat</a>, <a href="#">Online leave</a>, <a href="#">HR21</a>,</li> <li>• <a href="#">Rostering</a> Guidelines</li> <li>• Staff Allocation</li> <li>• <a href="#">Leave Procedures</a> Click on 'L' on policies and procedures page</li> <li>• <a href="#">Performance Management</a></li> <li>• Key Clinical Performance Indicators</li> </ul> <p><small># Additional expectations related to people management are addressed in standards 8, 9, 14 and 15)</small></p>
7.	<p><b>Standards:</b> Practices in accordance with legislation affecting nursing practice.</p>	<p>It is essential that all ANUMs are familiar with and work to various standards that guide practice. Key standards guiding practice at the RCH include:</p> <ul style="list-style-type: none"> <li>• RCH <a href="#">Policies, Procedures</a> and <a href="#">Guidelines</a></li> <li>• <a href="#">RCH Strategic Plan</a></li> <li>• <a href="#">National Standards</a></li> <li>• <a href="#">RCH Statement of Priorities</a></li> <li>• <a href="#">ANMC Standards</a></li> <li>• <a href="#">Convention on the Rights of the Child</a></li> </ul>

## Education and Professional Development

	Standard	Operationalising the standard
8.	<b>Staff development:</b> Maintains an environment that enables continuing professional development for self and nursing staff.	In order to provide 'Great Care', all ANUMs are responsible for continuing their own professional development and supporting the development of staff. Key responsibilities of ANUMs to achieve this include ensuring: <ul style="list-style-type: none"> <li>• <a href="#">Performance Development and Planning (PDAP)</a> is current for all staff that they are delegated</li> <li>• There is evidence all staff they are delegated are maintaining a portfolio</li> <li>• Opportunities for advancement are identified and communicated to the NUM</li> <li>• The <a href="#">Nursing Competency Framework</a> is operationalised</li> </ul>
9.	<b>Staff education:</b> Supports all staff to access regular, ongoing relevant general and specialist educational opportunities.	The responsibilities of ANUMs in order to achieve this standard include: <ul style="list-style-type: none"> <li>• Ensuring attendance at Tuesdays@2 and other organisational education/information sessions</li> <li>• Contributing to unit education</li> <li>• Contributing to patient and family education</li> <li>• Identifying staff needs and facilitate in conjunction with CNS</li> <li>• Identifying staff needs and facilitate in conjunction with unit education team</li> </ul>

## Research and Quality

	Standard	Operationalising the standard
10.	<b>Continuous improvement:</b> Actively participates in and leads continuous improvement through change management and project management.	Successful attainment of this standard by ANUMs has a direct impact on the successful attainment of other standards. Key activities that enable achievement include: <ul style="list-style-type: none"> <li>• Identifying opportunities for improvement</li> <li>• Participating in local quality activities</li> <li>• Actively working with change managers (for example in <a href="#">Quality</a>)</li> <li>• Leading and embracing change</li> </ul>
11.	<b>Positive experience, zero harm:</b> Ensures systems are in place that promotes and advocates the safe, supportive environment for patients, families and staff.	There is a close relationship between this standard and the support provided by the <a href="#">Quality Unit</a> . Key activities NUMs engage in and support to demonstrate attainment of this standard include: <ul style="list-style-type: none"> <li>• Involvement in auditing and awareness of audit results</li> <li>• Incident reporting - <a href="#">VHIMS</a></li> <li>• Participation in Great Care Rounds</li> <li>• Conducting local <a href="#">quality improvement projects</a></li> </ul>
12.	<b>Evidence based practice:</b> Practices within an evidence based framework to ensure best practice is maintained.	The provision of 'Great Care' is dependent on that care being contemporary and based on best evidence. To achieve this standard ANUMs must: <ul style="list-style-type: none"> <li>• Support staff to investigate practice - <a href="#">Nursing Research</a></li> <li>• Utilise available resources to identify best evidence</li> </ul>



## Professional leadership

	Standard	Operationalising the standard
13.	<b>Being present:</b> Is accessible and identifiable to all staff and consumers. Actively provides operational, management leadership and clinical support to staff and consumers.	In order to provide leadership, ANUMs must be accessible and present to patients, families, staff and others. Achievement of this standard is recognised through: <ul style="list-style-type: none"> <li>• All patients and families knowing who the ANUM is on shift</li> <li>• Shift profiling with patients and families</li> <li>• Hourly rounding to all nurses on the shift</li> <li>• Ensuring all nurses undertake hourly rounding for all patients</li> <li>• Being actively be involved in staff meetings</li> <li>• Being accessible to staff at all times on shift</li> </ul>
14.	<b>Interaction:</b> Communicates in a professional manner, with the multidisciplinary team, patients and families in a safe, effective way.	ANUMs hold a pivotal position in leading and facilitating interactions. Central to achieving this standard, ANUMs actively: <ul style="list-style-type: none"> <li>• Liaise with other departments and the multi-disciplinary team</li> <li>• Ensure effective two way communication with patients and families, staff and others, recognising diversity</li> <li>• Delegate as required</li> <li>• Manage conflict effectively - <a href="#">Code of Conduct</a>, (escalate to NUM)</li> <li>• Employ and encourage principles of managing up for self and others</li> </ul>
15.	<b>Guidance:</b> Provides guidance, leadership, mentoring and support to all staff to assist them reaching their full potential.	Closely aligned to human resources management (Standard 6) and staff development (Standard 8), guidance is about supporting staff to achieve their full potential. To achieve this, ANUMs in conjunction with the NUM: <ul style="list-style-type: none"> <li>• Giving and receiving feedback (formal and informal)</li> <li>• Acting as a professional role model</li> <li>• Providing coaching and mentoring to staff</li> <li>• Building resilience in self and others – <a href="#">Staff Health and Wellbeing</a></li> <li>• Recognising and acting on risk factors for staff well being</li> </ul>
16.	<b>Contribution:</b> Effectively contributes to the home unit, the RCH and beyond, to achieve clinical excellence.	There is an expectation that all ANUMs make an active contribution to ensuring 'great care' not only in their unit, but across the campus. This is demonstrated through: <ul style="list-style-type: none"> <li>• Participation on the RCH committees</li> <li>• Membership of professional groups</li> <li>• Networking</li> <li>• Taking delegation from the NUM to be the key link for the unit for RCH priorities (for example National Standards, Workplace Health and Safety, WHS, VHIMS, Rostering, Nursing Education/Research)</li> </ul>

# Associate Nurse Unit Manager Orientation and Familiarisation Plan

The table below provides an outline of the key objectives for you to achieve during your orientation and familiarisation period. Your NUM will guide you through the process to ensure your objectives are met. This will include your NUM covering you at times in order that you can attend to objectives requiring you to be off the floor. You should meet with your NUM at least weekly to discuss your progress. You are also advised to draw on the knowledge and experience of others around you.

Where items are marked with an \* you will find further details and contact information for those departments and people on pages 15-16 and in Appendix 1. It is an expectation that if you have not previously done so, you will meet with key contacts.

Week 1	Complete
<p>The primary objective during week 1 is to become familiar with your unit and the hospital:</p> <ul style="list-style-type: none"> <li>• Hospital orientation (if new employee)</li> <li>• Unit / Department Orientation (if new to the unit/department)</li> <li>• Meet with staff each shift</li> <li>• Meet with designated Director of Clinical Operations*</li> <li>• Meet Advanced Practice Nurses (APNs) linked to unit</li> <li>• Meet unit specific Heads of Departments</li> <li>• Meet with key contacts for services that most impact day to day care of patients (Director Allied Health, Director Education Institute, Chaplaincy, Food Services, Health Information Services, Infection Prevention and Control, Laboratory Services, Pharmacy, Support Services, Volunteer Service, Wadja Aboriginal Service)*</li> <li>• Set up IT/HR accounts (Information Technology)</li> <li>• Develop learning objectives and set expectations</li> <li>• Attend bed meetings</li> </ul>	
Week 2	Complete
<ul style="list-style-type: none"> <li>• Meet with Executive Director Nursing and Allied Health and Chief Nursing Officer</li> <li>• Commence mandatory competencies and familiarisation with key policies and procedures</li> <li>• Become familiar with:               <ul style="list-style-type: none"> <li>○ RCH Human Resources processes (HR)</li> <li>○ Managing resources (Material Resources and Biomedical Engineering)*</li> <li>○ The RCH quality improvement systems and processes (Clinical Lead Nursing and Allied Health, Strategy and Organisational Improvement)*</li> <li>○ The RCH Workplace Health and Safety processes (WH&amp;S)*</li> <li>○ The RCH Emergency Management processes (Emergency Management and Code Grey and local Code Brown response)*</li> </ul> </li> <li>• Nurse Manager Standards for Practice:               <ul style="list-style-type: none"> <li>○ In week 2 focus on Standards 1, 2, 3, 4, 5, 6, 7, 11, 13, 14</li> </ul> </li> </ul>	
Week 3	Complete
<ul style="list-style-type: none"> <li>• Complete mandatory competencies and familiarisation with key policies and procedures</li> <li>• Become familiar with:               <ul style="list-style-type: none"> <li>○ The RCH Nursing Competency Framework (Director Nursing Education)*</li> <li>○ Processes in place to support nursing development and utilisation of evidence in practice (Director Nursing Research)*</li> </ul> </li> <li>• Spend ½ shift with the Bed Manager</li> <li>• Spend ½ shift with Emergency Department ANUM (if ward based ANUM) or ½ shift with Ward ANUM (if Emergency Department ANUM)</li> <li>• Meet with the Nursing Hospital Manager</li> <li>• Nurse Manager Standards for Practice:               <ul style="list-style-type: none"> <li>○ In week 4 focus on Standards 8, 9, 10, 12, 15, 16</li> </ul> </li> </ul>	
Week 4	Complete
<ul style="list-style-type: none"> <li>• Review progress with NUM</li> <li>• Review objectives and expectations</li> <li>• Update PDAP with NUM</li> </ul>	
Ongoing	Complete
<ul style="list-style-type: none"> <li>• Normal PDAP process</li> </ul>	

## Essential Policies and Procedures

By the end of your familiarisation period it is expected that you be familiar with the content of the listed policies and procedures. When you date and sign alongside each policy or procedure you are taking responsibility for ensuring you practice in accordance with these.

	National Standards	Check ✓
National Standard 1	<a href="#">Inpatient Unit Nursing Services – Operational Brief</a>	
	<a href="#">Effective management of inpatient length of stay and discharge planning</a>	
	<a href="#">Open disclosure procedure</a>	
	<a href="#">Privacy procedure</a>	
	<a href="#">Personal information – access procedure</a>	
	<a href="#">Personal information – confidentiality procedure</a>	
	<a href="#">Personal information – security procedure</a>	
	<a href="#">Personal information – use and disclosure procedure</a>	
	<a href="#">Email usage procedure</a>	
	<a href="#">Internet usage procedure</a>	
National Standard 2	<a href="#">Consumer Appointments to Committee Procedure</a>	
	<a href="#">Parent accommodation</a>	
National Standard 3	<a href="#">Infection Control Policy</a>	
	<a href="#">Infection Control Procedure</a>	
	<a href="#">Infectious Diseases – Notification Procedure</a>	
	<a href="#">Infectious Diseases: Placement and Precaution of Patients</a>	
National Standard 4	<a href="#">Medication Management Policy</a>	
	<a href="#">Medication Management Procedure</a>	
National Standard 5	<a href="#">Patient Identification Procedure</a>	
	<a href="#">Supervision of the unaccompanied inpatient child or adolescent</a>	
	<a href="#">Vulnerable children policy</a> (You must also read the linked procedures)	
National Standard 6	<a href="#">Clinical Handover Procedure</a>	
National Standard 7	<a href="#">Blood Transfusion Procedure</a>	
	<a href="#">Blood Refusal – Management of Procedure</a>	
National Standard 8	<a href="#">Pressure Ulcer Prevention and Management Procedure</a>	
National Standard 9	<a href="#">Medical Emergency Team Procedure (MET)</a>	
National Standard 10	<a href="#">Falls Prevention Guidelines</a>	
	<b>Professional conduct</b>	<b>Check ✓</b>
	<a href="#">Code of behaviour procedure</a>	
	<a href="#">Code of conduct procedure</a>	
	<a href="#">Communications and marketing</a>	
	<a href="#">Identification badges procedure</a>	
	<a href="#">Pastoral and spiritual care procedure</a>	
	<a href="#">Professional boundaries</a>	
	<a href="#">Social Media Procedure</a>	

	<b>Workplace Health and Safety</b>	<b>Check ✓</b>
	<a href="#">Workplace health and safety policy</a>	
	<a href="#">Risk management procedure</a>	
	<a href="#">Workplace health and safety issue resolution procedure</a>	
	<a href="#">Workplace health and safety risk management procedure</a>	
	<a href="#">Dangerous goods and hazardous substances procedure</a>	
	<a href="#">Quality Improvement Activities – Riskman Q database</a>	
	<a href="#">Workplace health and safety audit procedure</a>	
	<a href="#">Incident and injury and hazard reporting</a>	
	<a href="#">Safe workplace behaviours procedure</a>	
	<b>Clinical Nursing Practice</b>	<b>Check ✓</b>
	<a href="#">Clinical Guidelines</a>	
	<a href="#">High Dependency and Special Nursing Care</a>	

## Mandatory Competencies

It is a requirement to demonstrate competence in all mandatory areas within the allocated orientation and familiarisation period. Some mandatory competencies must be **validated on an annual basis**.

Competency	Approach	Details
Electronic Medical Record		In April 2016 the Electronic Medical Record will go live. It is expected all ANUMs will complete EMR training and in conjunction with NUMs take a leadership role in implementation of the EMR in respective units.
Emergency Procedure	Online competency	This competency can be accessed via Learning Seat* <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a>
Generic Medication Administration	Online / Paper based competency	All nurses new to the RCH who will be administering medications, including enrolled nurses who are medication endorsed, are expected to complete: <b>Part A:</b> The RCH Medication Awareness Package (Online via Learning Seat <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a> )* <b>Part B:</b> Practical Assessment (Chapter 2, page 18) <b>Part C:</b> Unit Specific Medication Awareness Package (Paper based/ Online via Learning Seat <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a> )** <b><u>Nurses are required to have all medications double checked until they have successfully completed the Medication Competency.</u></b> Enrolled nurses who are not endorsed for intravenous medication administration will need to complete an alternate Part A: The RCH Medication Awareness Package without intravenous medications. <i>* Part A may be allocated for annual completion at the discretion of the unit.</i> <i>** Part C may be allocated to casual staff or members of the Nursing Resource Team at the discretion of the unit that they work on.</i>
Hand Hygiene	Online competency	This competency can be accessed via Learning Seat* <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a>
Manual Handling	Practical competency	Complete the online pre-reading and then schedule a practical assessment with a manual handling assessor. For and inquiries regarding the manual handling competency please contact the trained assessor associated with your unit. If you do not have access to a trained assessor on your unit please direct your inquiries to the Manual Handling Advisor <a href="mailto:michael.stewart2@rch.org.au">michael.stewart2@rch.org.au</a>
The first 3 minutes	Online and Practical competency	The online component of this competency can be accessed via Learning Seat <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a> The Nursing Basic Life Support (RCH Level 2) Online Learning includes the: <ul style="list-style-type: none"> <li>• Information Package</li> <li>• Quiz</li> </ul> Once completed, you will receive a certificate of completion for the online component from Learning Seat. You must then participate in a scenario based team resuscitation for the practical component of your competency assessment. Successful completion of both the online and practical components is required.
Wadja Cultural Competence	Online competency	This competency can be accessed via Learning Seat* <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a>
WH&S Orientation Program	Online competency	This competency can be accessed via Learning Seat* <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a>
Workplace Bullying and Harassment	Online competency	This competency can be accessed via Learning Seat* <a href="http://www.learningseat.com/rch">www.learningseat.com/rch</a>

## Key Contacts

As an ANUM you will liaise with staff from all over the organisation. This section provides a list of key contacts and departments. It is an expectation with will meet with these key contacts during your orientation and familiarisation period. Your NUM should cover you to enable the meetings to take place. The extension you should call to arrange a meeting is provided. For ease of ensuring this guide is up to date, no specific names are included in this section. You will find the names of the current incumbents in Appendix 1.

Contact	Discussion Topic	Complete
<b>Executive Director Nursing and Allied Health and Chief Nursing Officer</b> EXT: 55665	Supported by the Directors of Clinical Operations and members of the Executive Team, the Executive Director Nursing and Allied Health and Chief Nursing Officer leads nursing at the RCH both professionally and operationally. While you will not report directly to the Executive Director Nursing and Allied Health and Chief Nursing Officer, it is essential you meet during your orientation to discuss expectations, role and responsibilities, governance and service delivery.	
<b>Director of Clinical Operations</b> EXT: 54475	As part of the nursing leadership team, the Directors of Clinical Operations lead nursing staff professionally and operationally through the division of nursing structures. It is an expectation you will meet with your designated Director of Clinical Operations	
<b>Unit Contacts</b>	<ul style="list-style-type: none"> <li>• Heads of Departments</li> <li>• Allied Health</li> <li>• Director</li> </ul>	
<b>Director Nursing Education</b> EXT: 56716	The Director Nursing Education will provide you with an overview of nursing education processes and programs at the RCH including: <ul style="list-style-type: none"> <li>• Nursing Competency Framework</li> <li>• Post graduate study including scholarships for study</li> <li>• Graduate Nurse Program</li> <li>• Undergraduate nurse placements</li> <li>• Continuing professional development opportunities</li> </ul> Webpage: <a href="http://www.rch.org.au/mcpc/">http://www.rch.org.au/mcpc/</a>	
<b>Director Nursing Research</b> EXT: 56716	The Director Nursing Research will provide you with an overview of the ways in which nurses at the RCH are supported to ensure their practice is based on the best evidence. Webpage: <a href="http://www.rch.org.au/nursing_research/">http://www.rch.org.au/nursing_research/</a>	
<b>Nursing and Allied Health Clinical Lead</b> EXT: 55572	The Nursing and Allied Health Clinical Lead will provide you with an overview of the ways in which nurses engage in quality improvement, including but not limited to: <ul style="list-style-type: none"> <li>• VHIMS</li> <li>• Managing critical incidents</li> <li>• Project management</li> <li>• National Standards</li> </ul> Webpage: <a href="http://www.rch.org.au/quality/">http://www.rch.org.au/quality/</a>	
<b>Director Allied Health</b> EXT: 55682	The Director Allied Health is responsible for and manages the of the departments of Audiology, Educational Play Therapy, Gatehouse Centre, Nutrition, Music Therapy, Occupational Therapy, Prosthetics and Orthotics, Physiotherapy, Social Work and Speech Pathology. It is important to know how each of those departments interact with you and your team. <a href="http://www.rch.org.au/alliedhealth/">http://www.rch.org.au/alliedhealth/</a>	
<b>Biomedical Engineering</b> EXT: 54707	Your key contact in biomedical engineering will provide you with information regarding the purchase, maintenance and repair of medical, laboratory, and audiovisual equipment. Webpage: <a href="http://www.rch.org.au/bme_rch/">http://www.rch.org.au/bme_rch/</a>	

Contact	Discussion Topic	Complete
<b>Chaplaincy</b> EXT: contact via switch	Pastoral and Spiritual Care offers support for individuals and families. The care offered is non-religious. The chaplain can provide an overview of the service and support provided. Webpage: <a href="http://www.rch.org.au/info/az_guide/Chaplains/">http://www.rch.org.au/info/az_guide/Chaplains/</a>	
<b>Code Grey</b> PAGER: 9162	The Clinical Nurse Consultant Code Grey can provide you with details of: <ul style="list-style-type: none"> <li>• Code Grey training</li> <li>• Your role and responsibilities</li> </ul> Webpage: <a href="http://www.rch.org.au/emergencyprocedures/code_greybrunarmed_confrontation/Code_Grey/">http://www.rch.org.au/emergencyprocedures/code_greybrunarmed_confrontation/Code_Grey/</a>	
<b>Education institute</b> EXT: 59700	The Education Institute provides learning experience for children and young people so that their journey as learners continues in hospital. The Education Institute is funded by the Victorian Department of Education and Training. The Executive Director of the Education Institute can provide you with: <ul style="list-style-type: none"> <li>• An overview of services provided generally</li> <li>• Specific services available to your department</li> </ul> Webpage: <a href="http://www.rch.org.au/education/">http://www.rch.org.au/education/</a>	
<b>Bed Manager</b> <b>Pager 4000</b> EXT: 54000	The Bed Manager is responsible for coordinating all patient flow within RCH during business hrs. The bed manager will provide you with details about NEAT and NEST targets and how every effort is made to allocate patients to the right bed at the right time with the right people caring for them. Out of Hours the Nursing Hospital Manager assumes this responsibility.	
<b>Nursing Hospital Manager</b> <b>Pager 4000</b>	Nursing Hospital Managers provide operational management outside of regular business hours (24hrs a day 7 days a week.) The Nursing Hospital Manager will talk to you about their role in staff management and support, bed management, emergency and disaster management and managerial support in the out of hours period.	
<b>Food Services</b> EXT: 55121	Your key contact will provide an overview of food services to children and families and outline your role and responsibilities. Webpage: <a href="http://www.rch.org.au/nutrition/food_services/Food_Services_Intranet/">http://www.rch.org.au/nutrition/food_services/Food_Services_Intranet/</a>	
<b>Health Information Services (HIS)</b> EXT: 56114	Meeting with the key contact in HIS will ensure you have an understanding of: <ul style="list-style-type: none"> <li>• The RCH forms and documentation</li> <li>• Management and care of medical records</li> </ul> Webpage: <a href="http://www.rch.org.au/rchhis/">http://www.rch.org.au/rchhis/</a>	
<b>Infection Prevention and Control</b> EXT: 55740	Your key contact in Infection Prevention and Control can discuss: <ul style="list-style-type: none"> <li>• Relevant policies and procedures</li> <li>• Relevant national standards</li> <li>• Hand hygiene</li> <li>• Infection control audits</li> <li>• Your role and responsibilities</li> </ul> Webpage: <a href="http://www.rch.org.au/infection_control/">http://www.rch.org.au/infection_control/</a>	
<b>Laboratory Services</b> EXT: 54200	Your key contact in Laboratory Services can discuss: <ul style="list-style-type: none"> <li>• Relevant policies and procedures</li> <li>• Relevant national standards</li> <li>• Reporting</li> <li>• Pneumatic tube system</li> </ul> Webpage: <a href="http://www.rch.org.au/labservices/">http://www.rch.org.au/labservices/</a>	
<b>Material Resources</b> EXT: 56187	You key contact in Material Resources can discuss: <ul style="list-style-type: none"> <li>• Ordering and purchasing</li> <li>• Inventory management</li> <li>• Imprest stock and stores</li> </ul> Webpage: <a href="http://www.rch.org.au/supply/">http://www.rch.org.au/supply/</a>	

Contact	Discussion Topic	Complete
<b>Workplace Health and Safety (WH&amp;S)</b> EXT: 55170	Your key WH&S contact is involved in discuss: <ul style="list-style-type: none"> <li>• Relevant policies and procedures</li> <li>• Your role and responsibilities</li> <li>• Staff health and wellbeing</li> <li>• Early intervention program</li> <li>• Smart Move Smart Lift</li> <li>• WH&amp;S Accident / Incident management</li> <li>• Workcover</li> </ul> Webpage: <a href="http://www.rch.org.au/ohs/">http://www.rch.org.au/ohs/</a>	
<b>Pharmacy</b> EXT: 55492	You key contact in Pharmacy can discuss: <ul style="list-style-type: none"> <li>• Relevant policies and procedures</li> <li>• Relevant national standards</li> <li>• Medication safety</li> </ul> Webpage: <a href="http://www.rch.org.au/pharmacy/">http://www.rch.org.au/pharmacy/</a>	
<b>Support Services</b> EXT: 56165	Your key contact in Support Services can discuss: <ul style="list-style-type: none"> <li>• Co-management of ward support assistants</li> <li>• Computer Assisted Radio Personnel Systems (CARPS)               <ul style="list-style-type: none"> <li>○ Patient transfer</li> <li>○ Equipment transfer</li> <li>○ Surgical demand discharge bed cleans</li> </ul> </li> </ul>	
<b>Family Services and Volunteers</b> EXT: 55880	Your key contact for the Family Services and Volunteers can provide an overview of the services provided by volunteers to support your unit and the organisation. Webpage: <a href="http://www.rch.org.au/volunteers/">http://www.rch.org.au/volunteers/</a>	
<b>Wadja Aboriginal Place</b> EXT: 56111	Your key contact in Wadja Aboriginal Place can provide an overview of the services provided to children and families of Aboriginal and Torres Strait Island backgrounds and their role in advocacy and raising awareness. Webpage: <a href="http://www.rch.org.au/afsu/">http://www.rch.org.au/afsu/</a>	



## Appendix 1: Key Contacts - Positions and names of current incumbents

	Key Contacts	Name
<b>Executive Directors</b>	Chief Executive Officer	Christine Kilpatrick
	Deputy Chief Executive Officer and Executive Director Clinical Operations	John Stanway
	Executive Director Nursing and Allied Health and Chief Nursing Officer	Bernadette Twomey
	Executive Director Corporate Services and Chief Financial Officer	Jennifer Gale
	Executive Director Medical Services and Clinical Governance	Peter McDougall
	Executive Director Strategy and Organisational Improvement	Jane Miller
	Executive Director Communications	Jayne Dullard
	Executive Director Legal and Information Services	Katherine Lorenz
	Executive Director People and Culture	Simone Zelencich
	Chief of Surgery	Mike O'Brien
	Chief of Medicine	Matt Sabin
<b>Directors of Clinical Operations</b>	Director of Clinical Operations and Chief Information Nurse	Sheri Waldron
	Director of Clinical Operations, Division of Surgery	Rosemary Aisbett
	Director of Clinical Operations, Ambulatory Services	Danielle Smith
	Director Nursing Education	Melody Trueman
	Director Nursing Research	Fiona Newall
	Biomedical Engineering	Inna Velasquez
	Code Grey	Colin White
	Director Allied Health	Bernadette O'Connor
	Emergency Management and Planning	Rob Birch
	Executive Director Education Institute	Bridie Mackay
	Finance	Andrew Whittingham
	Food Services	Heather Gilbertson
	Health Information Services	Kathy Cassin
	Human Resources	Katie Beaman
	Infection Prevention and Control	Sue Scott
	Information Technology	David Morton
	Laboratory Services	Helen Savoia
	Material Resources	Theo Tsiamis
	Workplace Health and Safety	Shane Hendricks
	Pharmacy	Brian Lilley
	Strategy and Organisational Improvement	Dianne Tucker / Nadine Stacey
	Support Services	Dolores Gatt / Karl Wood
	Family Services and Volunteers	David Tong
	Wadja Aboriginal Family Place	Selena White

## Appendix 2: Ward Contact Details

Unit Name	Nurse Unit Manager	Unit Extension	ASCOM Phone Number	Location
<b>Banksia: Inpatient Mental Health</b>	Emma Barker	59600	52122	Level 1 North Building
<b>Butterfly: Newborn Intensive Care</b>	Simone Danaher	55000	52211	Level 5 North Building
<b>Cardiology</b>	Carl McBean	54328	N/A	Ground floor East Building
<b>Cockatoo: Surgical and Neuro Care</b>	Paul Griffiths	54488	52201	Level 4 North Building
<b>CSSD</b>	Marianne Coffey	55207	N/A	Level 3 East Building
<b>Day Cancer</b>	Theresa Clemens	56774	N/A	Level 2 West Building
<b>Day Medical</b>	James Goddard	56179	52261	Level 2 West Building
<b>Dolphin: Short Stay Medical</b>	Jayne Morrison	54524	52181	Lower Ground West Building
<b>Emergency Department</b>	Jayne Hughan	56153	52174	Lower Ground East Building
<b>Family Choice Program: RCH @ Home, Hawthorn</b>	Stephanie McArdle	55695	-	Level 2 East Building
<b>Immunisation Service</b>	Sonja Elia	56599	N/A	Ground floor West Building
<b>Kelpie: Adolescent and Rehabilitation</b>	Kelly St Clair	55300	52221	Level 1 North Building
<b>Koala: Cardiac Surgery</b>	Ash Doherty	55702	52251	Level 3 North Building
<b>Kookaburra: Cancer Care</b>	Melinda Sharpe	55645	52232	Level 2 North Building
<b>Medical Imaging</b>	Nicola Craze	55255	52547	Lower Ground East Building
<b>Nursing and Administration Workforce</b>	Emma Jones	54197	-	Level 4 East Building
<b>Partnerships for Children</b>	Katie Williams	56146	-	Level 5 East Building
<b>Peri-operative</b>	Laura O'Connor	52001	52001	Level 3 East Building
<b>PIPER</b>	Donna Miller	57859	57859 (Pager)	Level 2 East Building
<b>Platypus: Surgical Care</b>	Amanda Borg	55432	52190	Level 4 North Building
<b>Possum Surgical Day and Short Stay</b>	Kelly Bernard	56747 (DSU)	52081 (Possum)	Level 3 East Building
<b>Recovery</b>	Simone Kelly	52009	52009	Level 3 East Building
<b>Rosella: Intensive Care</b>	Melissa Culka	55211	55346	Level 3 North Building
<b>Specialist Clinics</b>	Angie Wood	56180 (Bookings)	-	Ground floor/Level 1 East Building/Level 2 West Building
<b>Sugar Glider: Medical Care</b>	Chelsea Holdsworth	55559	52240	Level 2 North Building
<b>Wallaby: RCH @ Home, Parkville</b>	Brenda Savill	54770	-	Level 2 East Building