**UW HEALTH POSITION DESCRIPTION**

**POSITION SPECIFICS**

| Title: Director of Nursing Operation Support | Department/Number: 9308, 9309, 9310, 9311, 9324, 9347 |
| Reports to: VP, Associate Chief Nursing Officer | |
| Job Code: 118015 | FLSA Status: Exempt |
| Manager Approval: S. Rees Date: 9-16 | HR Approval: R. Temple Date: 9-16 |

**POSITION SUMMARY**

The Director of Nursing Operations Support is a Registered Nurse with a Master’s degree in Nursing who has broad expertise in acute care nursing, systems development and program planning. She/he has strong analytic, teaching, leadership and management skills. The Director of Nursing Operations Support is responsible for the development, implementation, and evaluation of programs and systems designed to enhance the effectiveness and efficiency of supplemental resources and flexible patient care delivery systems at UW Health. Major emphasis is placed on the analysis of systems and programs designed to meet the existing and future patient care delivery needs and the effective and efficient use of flexible resources to support those needs.

The Director of Nursing Operations Support is responsible for the smooth integration and coordination of all flexible resources into the scheduling and daily operations processes at UW Health. The term flexible staff includes both internal and external resources. Examples of internal resources are: staff in the centralized float pool, per diem, expansion and clinical overload shifts. Examples of external flexible resources include agency staff. The Director of Nursing Operations Support evaluates the professional development and relationship needs of internal and external resources in relation to core staff; plans for meeting these needs through a variety of methods; and coordinates with managers and directors to insure the integration of supplemental resources in department wide initiatives. The person in this position has administrative responsibility for the staff involved with the coordination of daily operational systems - including the Nursing Coordinators, and staff associated with the Nursing Resource Center. Additionally, the person in this position oversees the patient observation program, including Patient Safety Attendants, Video Monitoring Technicians, and Patient Safety Observers, all aimed at reducing overall labor needs and expenses.

The Director of Nursing Operations Support has administrative responsibility for leading and overseeing organizational efforts to develop flexible systems designed to support the patient care needs for key inpatient and outpatient populations. Examples of flexible systems designed to support patient care include new models for improving capacity and decompression of system inefficiencies.

The person in this position is also responsible for the analysis of data and systems related to the presence of outpatients placed in inpatient beds due to nursing care needs (patient populations include the temporary patient and the observation patient); this population will now be added as a service – Short Stay Unit – onto Unit F64. In addition, the person in this position oversees the expansion of units and takes on special large projects as requested.

The person in this position is responsible for the implementation and evaluation of recommendations designed for the efficient and effective management of these patient populations. The Director of Nursing Operations Support is responsible for the development and implementation of programs designed to promote a quick response to those recommendations of highest priority.

The Director of Nursing Operations Support is responsible for the patient placement and staffing functions of the hospital through direct supervision of the Nursing Coordinators.

UW Health Nursing has achieved Magnet status in May, 2009 and redesignation in 2014. The Director will play a key role in the ongoing Re-designation achievement process. Additionally, the Director will promote departmental support and endorsement to assure the success of the selected care delivery model across the organization.

**MAJOR RESPONSIBILITIES**

- Guides and directs development of an operational plan to include continuous quality improvement, quality assurance, and re-engineering to carry out the mission, goals and objectives of the Department’s strategic plan.
- Collaborates with other department heads, hospital administrators, medical staff, and department chairs in the development and achievement of inter-departmental goals and objectives.
- Provides leadership, direction and coordination of operations, finances and human resources.
- Monitors productivity levels to ensure that fiscal goals are met.
- Provides direction, overall management, coordination, and monitoring for services to assure consistency and continuity between all programs. Assures that all services are consistently provided in an efficient, timely, and
UW HEALTH POSITION DESCRIPTION

- Develops and implements new systems and services as needed to provide optimum delivery of quality service.
- Assures that standards of excellence are developed, implemented, measured and maintained.
- Identifies, reviews, and prioritizes opportunities to improve organizational efficiency and effectiveness through the use of technology and automation.
- Interacts with managers and staff in a consistent, fair, timely, appropriate and decisive manner in accordance with hospital and Nursing Department policies.
- Promotes the growth of managers and staff in areas such as group process, decision making, and clinical skills by identifying strengths and weaknesses, goal setting, formal and informal learning and coaching
- Directs and develops leadership and management skills by mentoring and role modeling.
- Delegate’s appropriate tasks/work projects to staff and supervises their accomplishment.
- Develops initiates and evaluates patient- and family-centered care and service excellence in areas of responsibility.

Resource Manager
- Participates in the development and implementation of overall institutional policies and procedures relating to the allocation of Department resources. Designs and supports centralized and decentralized systems that facilitate staff involvement at the unit/clinic, clinical department, nursing department and hospital level.
- Develops, implements and evaluates the staffing and scheduling process, daily operations and flexible patient care systems that ensure cost-effectiveness, efficiency and appropriate utilization of resources.
- Identifies and resolves complex or recurring operational problems and consults with Clinical Nursing Directors and managers on an ongoing basis.
- Oversees all human resource management for the Department to include:
  - The ongoing recruitment and selection of candidates with the appropriate clinical skills and professional characteristics to match patient and organization needs.
  - Provides direction, supervision, and support for nursing coordinators, managers and others to coach, mentor, and evaluate staff for educational opportunities, employee development and counseling and guidance.
  - Develops and oversees effective training sessions to manage staff within collective bargaining agreements and work rules. Ensures employees’ participation in training programs provided by the Department of Human Resources (e.g., Team Building, Conflict Resolution, etc.).
  - Complies with UW Health's policy regarding new employee orientation sessions and documents accordingly.
  - Responsible for the annual completion and documentation of performance evaluations.
  - Ensures that all aspects of hiring, evaluation, discipline and termination of employees are completed in compliance with policy and procedures.
  - Responsible for the annual review and update of employees’ position descriptions.
  - All objectives and assignments given to department managers and supervisors are completed on time and conform to applicable standards, rules and regulations. Routinely evaluates personnel requirements based on productivity standards and patient care/service needs.

Educator/Research Facilitator
- Contributes to the establishment of a learning environment that is conducive to the provision of educational and research experiences to students, residents, interns, faculty and staff.
- Contributes to the institution knowledge of the latest trends, practices and state-of-the-art technology as applicable to assigned areas of responsibility.
- Evaluates current research in nursing (i.e. theory, models of care, staff plans) for applicability within units or programs of care.
- Assures the assessment of needs and develops programming to meet orientation, continuing education and professional development of nurses working in flexible staffing positions or systems.
- Collaborates with Nursing Education and Development and the Nurse Managers to assure the completion of mandatory education programs by flexible staff and successful participation in continuing education programs
- Serve as a highly visible colleague and mentor, developing the confidence and capturing the spirit of nursing staff and managers to achieve a dynamic and positive environment supportive to the professional practice of nursing
- Identifies and establishes clinical learning opportunities for students and assures they have a positive educational experience.
- Applies results of quality assurance studies to identify and design clinical research activities.
- Supports the planning and participate in clinical research as approved by the Department of Nursing, the UW Health and/or the University of Wisconsin.
- Assures that the nursing care provided by the flexible staff is within UW Health Nursing Department's established quality manner.
UW HEALTH POSITION DESCRIPTION

standards
- Develop and maintain productive and collaborative relationships with physicians, hospital administrators, and UW Madison School of Nursing faculty.
- Promotes through a variety of efforts the professional practice of staff to ensure quality, cost-effective care outcomes.
- Teaches staff to implement appropriate quality monitoring to use findings to improve practice and reduce potential for patient complications.

Administrative Leader
- Provide leadership, direction, and guidance in training and development for managers and employees to achieve optimal utilization of talents and to ensure opportunities for professional and personal growth and advancement.
- Participates in strategic planning for the Nursing and Patient Care Services and may serve on UW Health strategic planning committees as assigned
- Participate in the development and revision of policies and procedures.
- Serves on appropriate multidisciplinary and nursing committees.
- Assures planning for unit based changes that involve the necessary individuals and are thorough, time lined and well communicated; develop a written plan for major or interdepartmental changes.
- Demonstrate professional effectiveness as a Director and role model through efficient time management, effective organization of work, and prioritization.
- Identify professional strengths and areas for growth and demonstrate professional development through formal and informal learning experiences.
- Participate in professional organizations in area of specialization and interest.

Critical Interfaces:
Senior Management, Medical Leadership, and Department Heads
- To provide input, make recommendations and suggest options to Senior Management and Medical Leadership on the development and implementation of strategic and operational plans for area of responsibility. Advises and counsels Senior Management on operational and performance issues for area of responsibility.

University Officials and Officers
- To serve as a liaison and representative of the UW Health Department of Nursing in its relationships with UW Medical School, School of Nursing and UW Medical Foundation.

External Stakeholders
- To represent the Department in its network relationships with various entities and organizations, vendors, and professional organizations, etc.
- To coordinate programs/services with Deans, medical staff, academic faculty and Department staff, the Medical School and the School of Nursing.
- To represent the Department with customers including patients and visitors in order to ensure quality service and satisfaction.

All duties and requirements must be performed consistent with the UW Health Organizational Performance Standards.

<table>
<thead>
<tr>
<th>POSITION REQUIREMENTS</th>
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</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
</tr>
<tr>
<td>Minimum</td>
</tr>
<tr>
<td>Preferred</td>
</tr>
<tr>
<td><strong>Work Experience</strong></td>
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<tr>
<td>Minimum</td>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Preferred</td>
</tr>
<tr>
<td><strong>Licenses &amp; Certifications</strong></td>
</tr>
<tr>
<td>Minimum</td>
</tr>
<tr>
<td>Preferred</td>
</tr>
<tr>
<td><strong>Required Skills, Knowledge, and Abilities</strong></td>
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</table>
management of health care services in a patient care setting
- Knowledge and ability to use computer applications in the analysis of
  data, writing, and presentation of information.
- Knowledge of and ability to apply basic statistical analysis.
- Effective organizational, planning and scheduling abilities.
- Ability to train, motivate and supervise subordinate staff.
- Effective communication skills both in writing and verbal presentation.
- Effective human relations abilities.
- Ability to effect collaborative alliances and promote teamwork
- Ability to insure a high level of employee and customer satisfaction
- Ability to develop and maintain effective working relationships with
  Department managers and their representatives, union
  representatives, employees, private consultants, other UW Campus
  and State agencies and the general public.
- Effective analytical ability to solve complex problems and issues.
- Knowledge of principles, practices and techniques utilized
  in negotiations. Familiarity with collective bargaining processes
  including interest arbitration.
- Ability to function effectively in a fast paced and changing
  environment with multiple priorities and objectives.
- Strong and confident sense of personal accountability.

### AGE – SPECIFIC COMPETENCY

Identify age-specific competencies for direct and indirect patient care providers who regularly assess, manage and treat patients.

**Instructions:** Indicate the age groups of patients served either by direct or indirect patient care by checking the appropriate boxes below. Next,

<table>
<thead>
<tr>
<th>Infants (Birth – 11 months)</th>
<th>Adolescent (13 – 19 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toddlers (1 – 3 years)</td>
<td>Young Adult (20 – 40 years)</td>
</tr>
<tr>
<td>Preschool (4 – 5 years)</td>
<td>Middle Adult (41 – 65 years)</td>
</tr>
<tr>
<td>School Age (6 – 12 years)</td>
<td>Older Adult (Over 65 years)</td>
</tr>
</tbody>
</table>

**Job Function**

Review the employee’s job description, and identify each essential function that is performed differently based on the age group of the patient.
## UW HEALTH POSITION DESCRIPTION

**PHYSICAL REQUIREMENTS**

Indicate the appropriate physical requirements of this job in the course of a shift.  Note: reasonable accommodations may be made available for individuals with disabilities to perform the essential functions of this position.

<table>
<thead>
<tr>
<th>Physical Demand Level</th>
<th>Occasional</th>
<th>Frequent</th>
<th>Constant</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Up to 33% of the time</td>
<td>34%-66% of the time</td>
<td>67%-100% of the time</td>
</tr>
<tr>
<td><strong>X Sedentary:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to lift up to 10 pounds maximum and occasionally lifting and/or carrying such articles as dockets, ledgers and small tools. Although a sedentary job is defined as one, which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.</td>
<td>Up to 10#</td>
<td>Negligible</td>
<td>Negligible</td>
</tr>
<tr>
<td>Light: Ability to lift up to 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may only be a negligible amount, a job is in this category when it requires walking or standing to a significant degree.</td>
<td>Up to 20#</td>
<td>Up to 10# or requires significant walking or standing, or requires pushing/pulling of arm/leg controls</td>
<td>Negligible or constant push/pull of items of negligible weight</td>
</tr>
<tr>
<td>Medium: Ability to lift up to 50 pounds maximum with frequent lifting/and or carrying objects weighing up to 25 pounds.</td>
<td>20-50#</td>
<td>10-25#</td>
<td>Negligible-10#</td>
</tr>
<tr>
<td>Heavy: Ability to lift up to 100 pounds maximum with frequent lifting and/or carrying objects weighing up to 50 pounds.</td>
<td>50-100#</td>
<td>25-50#</td>
<td>10-20#</td>
</tr>
<tr>
<td>Very Heavy: Ability to lift over 100 pounds with frequent lifting and/or carrying objects weighing over 50 pounds.</td>
<td>Over 100#</td>
<td>Over 50#</td>
<td>Over 20#</td>
</tr>
</tbody>
</table>

List any other physical requirements or bona fide occupational qualifications:

- •

**Work/Environmental:**

Note: The purpose of this document is to describe the general nature and level of work performed by personnel so classified; it is not intended to serve as an inclusive list of all responsibilities associated with this position.