Office of the Chief Nursing and Midwifery Officer

Year in review 2018-19
OCNMO Year in Review 2018-19

Published by the State of Queensland (Queensland Health), 2019

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Message from the Chief Nursing and Midwifery Officer

The Office of the Chief Nursing and Midwifery Officer (OCNMO) continues to provide system wide leadership for the professions of midwifery and nursing across Queensland.

Our work across the 2018-2019 financial year has again seen significant achievements realised for our professions. This Year in Review provides a broad overview of many of these achievements.

My Office prides itself on the work it undertakes to promote Queensland nurses and midwives, and the work they do, at a global and national level. We should be proud of the incredible work that we do every day to keep Queenslanders happy, healthy and safe.

In recognising our successes, I must acknowledge how incredibly lucky I am to work with the teams within the Office: Governance and Stewardship; Midwifery: Workforce Sustainability; Practice Innovation; and Professional Capability.

None of our wins would be possible without each member of these teams constantly going above and beyond despite significant competing priorities and barriers to our work. My teams never lose sight of the need to embed and drive reforms that optimise finite health resources and maximise health outcomes.

I am also incredibly privileged to be able to work with amazing nursing and midwifery leaders locally, nationally and internationally. This includes the collaboration and networking with the Council of Australia and New Zealand Chief Nursing and Midwifery Officers, Queensland Nursing and Midwifery Executive Council, Queensland Nursing and Midwifery Academic Leaders, Executive Directors of Nursing and Midwifery Forum, Hospital and Health Services, but also similar nursing and midwifery leaders from our private sector, not-for-profit, industrial partners and health consumers.

Finally, I want to thank every individual nurse and midwife across Queensland who steps up day after day to do what only our professions do best and that is caring compassionately for Queensland communities. Nurses and midwives are critical in delivering the reforms required for our future health system, not only by virtue of the size of our workforces, but because of the pivotal role we play: at the bedside; in the home; within the community; at the decision-making table; and in academia.

Nurses and midwives are truly a foundation and fulcrum of the health and wellbeing of Queenslanders.
Office of the Chief Nursing and Midwifery Officer

Vision

Nursing and midwifery will lead policy development, ensuring a person’s health needs and choices are prioritised, to deliver healthier sustainable communities.

Mission

The Office of the Chief Nursing and Midwifery Officer (OCNMO) is leading Government policy for a healthy and sustainable future for Queenslanders. We are doing this through a strong team culture, which is committed to the role of nurses and midwives as leaders in translating innovation and evidence across different contexts of care.

Strategic Priorities
Operational Priorities

The work of the Office during 2018-19 has been progressed through a range of key domains including:

- Leadership and professional governance
- Legislation and policy
- Education and research
- Promoting best practice
- Enhancing practice and practice directions
- Optimising digital and ICT
- Resource management and workforce redesign
- Recruitment, retention and sustainability
- Governance and stewardship

In addition to these domains, the Office had key responsibility for several Government Election Commitments, including:

- Introduce safe staff-to-patient ratio including nurse-to-patient ratios in public aged care settings and introduce public reporting on safe staff-to-patient ratios in aged care settings
- Nurse to patient ratios - Expand safe nurse-to-patient ratios to acute public mental health wards
- Expand nurse navigator program to 400 and entrench these positions as permanent ongoing components of the Nurse Navigator Program
- Fund HHSs to recruit another 100 midwives
- Fund HHSs to recruit another 3000 nurses over four years to June 2020

Our teams

Governance and Stewardship
Provides high level strategic, policy and operational leadership to the OCNMO, the Department of Health and Hospital and Health Services (HHSs).

Midwifery
Leads and enables midwives to provide a high standard of care across the woman’s continuum, empowering professional capacity, enhancing midwifery workforce sustainability and enabling midwifery innovation.

Practice Innovation
Informs innovation through best practice models of care, role innovation, and nursing and midwifery-led and advanced practice models.
Professional Capability
Provides strategic leadership to ensure the nursing and midwifery professions are enabled to work to their fullest potential, and maximum benefits are achieved for consumers and the community.

Workforce Sustainability
Develops nursing and midwifery workforce planning, workforce attraction and development plans to enable the delivery of a sustainable nursing and midwifery workforce that meets the current and future health needs of Queenslanders.

Best practice governance
The Governance and Stewardship team within the Office continued to provide best practice governance and support, including the active management of:

- Strategy and operational planning
- Budget management including financial acquittals of Government Election Commitment funding
- Reporting and compliance
- Audit and risk management
- Stakeholder engagement and communications
The Nursing and Midwifery landscape

Queensland

The Queensland Government has a goal to make Queenslanders among the healthiest people in the world by 2026.

To maintain Queensland’s ongoing prosperity and future, significant effort is required to maintain and enhance the health and wellbeing of Queensland communities.

Queensland Health has a key role in delivering on this future as the largest Queensland Government employer and service provider.

There are numerous factors that continue to impact on the provision of these services, including a rapidly growing and ageing population; the large geographic area of Queensland and it’s decentralised population compared to other Australian states; growing incidence and prevalence of chronic disease and illness; increasing demands on services; and increasing financial pressures.

Equally, there are significant challenges in lifting individuals and population groups with poorer health outcomes as a result of social, cultural and economic disadvantage as well as ensuring that more broadly the system meets consumer expectations and actually delivers person-centred care.

At the same time there is rapidly changing technology and new evidence regarding best practice clinical interventions that are fundamentally changing the way in which health services have traditionally been developed.

Nurses and midwives as key care providers and the largest clinical workforce at work in our hospitals, health centres and in the community, will continue to play a massive role in shaping this future and meeting the needs of Queenslanders.

At 30 June 2019 there were 84,617 nurses and midwives in Queensland registered with the Nursing and Midwifery Board of Australia (including practicing, non-practicing and provisional).

Of these, approximately 40,000 worked for Queensland Health, as well as another 3,000 Assistants in Nursing and student nurses.

Based on full time equivalency, the nursing and midwifery workforce represented 40% of the total Queensland Health workforce, and 61% of the clinical workforce.

Reflecting the efforts to promote advanced models of care and the challenges of practicing in a geographically diverse state, Queensland had the highest number nationally of:

- Nurse Practitioners (26% of national total)
- registered nurses with scheduled medicine (rural and isolated practice) endorsement (70% of national total)
- registered midwives with scheduled medicines endorsement (37% of national total)

In recognition of rapidly increasingly demand and expected peaks in retirement of experienced clinicians, there were large numbers of recent graduates and novice practitioners beginning careers as registered nurses and midwives, making up approximately 5% of all nurses and midwives employed by Queensland Health.

The nursing and midwifery workforce in Queensland is well prepared to face the challenges of the future but must continue to stand ready to lead change; innovate; and ensure quality and standards of care.
National

At a national level, there are the same challenges that are being managed locally. The same trends regarding an ageing population, increasing chronic disease and competing pressures for finite funding are impacting on all state and territory Governments, as well as the federal Government.

The response at the national level is able to be more targeted at a whole of system level, and in particular with a focus on regulatory and practice matters. It is hoped that this focus will be able to help solve and address issues impacting on health service delivery.

Opportunities for nursing and midwifery at this level include:

- administration of Health Practitioner Regulation National Law including registration and accreditation
- nurse prescribing reforms including regulatory functions to enable endorsements to obtain, supply and administer scheduled medicines
- quality and registration standards
- advanced practice and models of care
- nursing and midwifery education

Global

At a global level, again the same issues impacting on Queensland are impacting on wealthy western countries with advanced health systems.

There are also increasing and concerning trends regarding the impact of climate change, communicable diseases and epidemics, and global workforce shortages.

The United Nations has set 17 sustainable development goals to achieve a better and more sustainable future for all.

Nurses and midwives will play a key role in supporting these goals given they:

- are essential in addressing health inequalities, and the underlying causes of ill health, especially in indigenous and rural communities
- are critical in formulating strategic and operational healthcare solutions which are compassionate and person-centred
- committed to the continuing improvement of the health care system within a framework of social justice and equity

Investment in the nursing and midwifery workforce improves health outcomes, addresses gender inequalities and drives economic performance.
Partnerships and collaboration

The Office has a key role in promoting and advocating for the nursing and midwifery professions and raising the profile of nurses and midwives and the value that they add to complex health and social systems.

A primary mechanism for enabling this is through active partnerships, collaboration and stakeholder engagement. In line with this, the Office has goals to transform Queensland, innovate nationally and influence globally and maintains a range of key relationships to realise these aims.

Transforming Queensland

The Queensland Nursing and Midwifery Executive Council (QNMExC)

QNMExC provides strategic advice and recommendations to the Chief Nursing and Midwifery Officer (CNMO) to inform nursing and midwifery strategy in Queensland.

The membership of the QNMExC includes representation from executive level nursing and midwifery positions from a broad range of clinical service providers, including Queensland HHSs, private and non-government sectors, and universities.

The key objectives for the QNMExC are

- Lead on strategic matters to address innovation, patient safety and quality improvements in nursing and midwifery services across Queensland
- Actively engage and participate in the coordination and implementation of agreed state and national initiatives that optimise nursing and midwifery services
- Identify and scope opportunities to establish mutually beneficial partnerships between and across health service sectors and stakeholders to support the delivery of health priorities
- Be responsible for the dissemination and promotion of agreed key information and documents on strategic matters to all Queensland nurses
- Foster awareness and share information on developments, achievements, data, evidence and issues concerning the nursing and midwifery professions.

Executive Directors’ of Nursing and Midwifery Forum

The Office continues to work closely with Hospital and Health Service nursing executive, in particular through the Executive Directors’ of Nursing and Midwifery (EDNM) Forum, regarding key issues impacting on the professions.

The EDNM Forum meetings are held monthly, with the Chief Nursing and Midwifery Officer a permanent guest and the Office regularly tabling papers for discussion.
Other forums and consultative groups

OCNMO maintains a range of other crucial relationships at the state level that enable the Office to inform work that lifts and promotes nursing and midwifery within both a Queensland and Queensland Health context. These groups include:

- Nursing and Midwifery Directors of Education Forum
- Rural and Remote EDNM Forum
- Queensland Nursing and Midwifery Academic Leaders
- Nursing and Midwifery Implementation Group for EB10
- Clinical Senate and Networks
- Health Consumers Queensland
- Professional Colleges and Associations

Innovating nationally

Australian and New Zealand Council of Chief Nursing and Midwifery Officers (ANZCCNMO)

The CNMO from each state is the jurisdictional representative at the ANZCNMO Advisory Council. The Council meets quarterly to focus on national agendas and share information on nursing and midwifery from their state’s perspectives of those things relevant to national and international agendas.

The key priorities for the ANZCCNMO’s has been National Nurse Prescribing, Advanced Practice, Professionalism and National Nursing Strategy.

The Council links with the Nursing and Midwifery Board of Australia, national academic leaders, the Australian College of Nursing and the Australian College of Midwives and is a conduit for discussions with a number of international partners such at the International Council of Nurses.

Other national forums and consultative groups

OCNMO supports the work of several national working groups, committees and organisations with a particular focus on nursing and midwifery issues. These group include:

- Australian Health Practitioner Regulation Authority (AHPHRA)
- Nursing and Midwifery Board of Australia (NMBA)
- National Nursing and Midwifery Education Advisory Network (NNMEAN)
- Australian Nursing and Midwifery Accreditation Council (ANMAC)

The Office has also supported the development of information, papers, or submissions for consideration at a national level to COAG Health Council and Australian Health Ministers’ Advisory Council (AHMAC).
**Influencing globally**

**International Council of Nurses (ICN) Global Nursing Leadership Institute**

Staff within the Office continue to apply for and are accepted in the ICN’s Global Nursing Policy Leadership Institute. The six-month program designed to equip the world’s top nurses with the skills they need to influence healthcare policy making at the very highest level so that they can improve the health of the populations they serve and help to determine the future state of the nursing profession.

Participation in this program has enabled participants to link into global policy networks and significantly contribute to the OCNMO ability to influence internationally and share Queensland stories of success.

![ICN Global Nursing Leadership Institute Alumni 2019](image)

**World Organisation of Family Doctors (WONCA) Rural Working Group**

The CNMO was nominated as the first registered nurse to be involved with the Global World Organisation of Family Doctors (WONCA) Rural Working Group.

The WONCA is a not-for-profit organization which has member organizations in 131 countries. The mission of WONCA is to improve the quality of life of the peoples of the world through defining and promoting its values, including respect for universal human rights and including gender equity, and by fostering high standards of care in general practice/family medicine. 2019 a Thought Leadership Workshop was held in Albuquerque, New Mexico in regard to ‘raising the voice of nurses and developing the role to help achieve Universal Health coverage for rural communities’. As a result, and international statement to support principles WONCA Statement on role of nurses and midwives for rural healthcare was endorsed.
Government Election Commitments

Nurse to patient ratios

Originally introduced as part of 2015 Government Election Commitment, minimum nurse to patient ratios have been in place across acute medical and surgical wards since 1 July 2016.

The Office continues to support the work of the University of Pennsylvania and Queensland University of Technology who were tasked with undertaking an evaluation of the impact of the ratios in Queensland.

Whilst final evaluation findings are due in late 2019, interim findings clearly demonstrate the success of the legislation on patient safety, workforce productivity and engagement as well as cost effectiveness.

OCNMO continues to undertake high level monitoring of nurse-to-patient ratio compliance across prescribed in-scope facilities and wards, including public reporting. Compliance rates across the State 2018-19 were 100%.

Mental health ratios

Nurse to patient ratios were originally trialed at mental health wards at the Royal Brisbane and Women’s Hospital and Princess Alexandra Hospital as part of the original 2015 ratios legislation.

The Government commitment to expanding mental health ratios to all public acute mental health wards in Queensland as part of 2017 Government Election Commitments.

The Office has worked with Hospital and Health Services to understand the difference between current staffing levels and proposed staffing levels and modelled projected resourcing gaps across the State.

Work was also undertaken to understand the potential scope of the intervention, focused on understanding the acuity of services, the patient cohorts of wards, and service setting.

The Office has also worked with Department of Health partners to commence initial work focused on legislative amendments to enable expansion of mental health ratios.

It is anticipated that mental health ratios will be legislated and be implemented across Queensland by late 2019.

Aged care ratios

Building on the success of the original 2015 ratio intervention, as part of 2017 Government Election Commitments the Government also proposed to extend nurse to patient ratios to public Residential Aged Care Facilities (RACF).

Again, the Office has undertaken modelling, research and worked with Hospital and Health Service and industrial partners to understand how ratios would be able to be operationalised within the RACFs. This has included understanding the balance of skill mix across registered nurses, enrolled nurses and other care workers, as well as the minimum number of hours that should be provided to patients of RACFs.
Nurse Navigators

Across 2018-19, the Department funded an additional 160 nurse navigator positions across the State, including an additional 105 in May 2019, to bring the total number of funded positions to 400. Nurse navigators support patients with chronic illnesses to navigate the health system and to access care appropriate for their needs.

To better enable the work of nurse navigators, an innovative IT application – Compass – was also developed, with training delivered across the State during June 2019 for system release for early 2019-20.

The Office maintains productive working relationships with all HHSs to support the delivery and optimization of the application. Additionally, assisting with the ongoing monitoring of performance and Government reporting requirements.

100 Midwives

In December 2018, the Department realised the Government Election Commitment to fund an additional 100 midwives across the State to strengthen maternity services and support Queensland families.

Funded positions have been prioritised across traditional maternity models of care as well as midwifery group practice models to expand the choice available to Queensland women when birthing.

OCNMO continues to provide high level monitoring and oversight for funded positions.

3,000 Nurses

OCNMO provides ongoing oversight for implementation of the Government's commitment to recruit another 3,000 nurses over the four years to June 2020.

As at 30 June 2019, an additional 2,605 MOHRI Occupied Headcount and 1,713 MOHRI Occupied FTE nurses have joined Queensland Health excluding those funded or counted under other nursing and midwifery election commitments (*Data source: DSS HR SAP Module based on agreed counting methodology as at 8 July 2019*).
Strategic Priority: Leadership and capability

Leadership and professional governance

NUM/MUM leadership forum

Nurse and Midwifery Unit Managers (NUM/MUMs) are the linchpins between the operational and strategic organisational spheres of health service delivery.

In recognition of the importance of NUM/MUMs, OCNMO established the NUM/MUM Leadership Forum in late 2018, with a launch at the Princess Alexandra Hospital in November.

The Forum provides ongoing opportunities for NUM/MUM professional development and promotion of the roles.

To increase accessibility for the NUM/MUMs, the Forums are short, one-hour sessions, available by videoconference, and are recorded where possible. Other interested staff, including aspiring NUM/MUMs are welcome.

Five NUM/MUM Leadership Forums were held in the 2018-19 financial year, each in a different HHS.

Manage4Improvement Program

Building on the success of Manage4Improvement workshops held in 2017-18, the Office worked with the Centre for Leadership Excellence to deliver the programs again, with a specific focus on Nurse Unit Managers and Midwifery Unit Managers.

The Manage4Improvement program has been designed to meet the different learning styles of participants and is underpinned by the Health LEADS Australia health leadership framework.

It is unique six-month program that seeks to build the confidence and capability of Nurse Unit Managers and Midwifery Unit Managers to support improvements in health service delivery through gaining a broader understanding of how the health and business systems operate simultaneously.

The program utilises a variety of experiential learning activities including: workshops with leading experts on improvement science, leadership and management, an improvement project, improvement coaches, online journaling, webinars and collaborative peer triangles.

In total there were approximately 190 participants across 2018-19 cohorts.

Evaluation of participants indicated high satisfaction levels.
Other Nursing and Midwifery leadership programs
In addition to the Manage4Improvement program, the Office also worked with the Centre for Leadership Excellence to deliver the similar leadership programs targeted at nursing and midwifery leaders. These included:

- Step Up Leadership Program
- Take the Lead
- High Impact

There were over 200 nursing and midwifery participants across these three programs during 2018-19.

Enrolled Nurse Symposium
Working with the Townsville Hospital and Health Service, on 6 June 2019, OCNMO supported facilitation of an EN symposium. The purpose of the symposium was to increase the understanding and appreciation for the role of the EN within the broader nursing and midwifery workforce. The program also addressed recent educational and regulatory changes, supervision, delegation and scope of practice. It also provided an opportunity to showcase the unique contribution ENs make to patient care and meeting existing and emerging healthcare challenges.

In total, the event drew attendance of 145 Enrolled and Registered Nurses from across Queensland, with a further 42 nurses linking via video-conference.

Organisational credentialing
The Office has undertaken early work on enhancing organisational credentialing processes across the State.

With reference to the Health Service Directive - Credentialing and defining the scope of practice (#QH-HSD-034:2017), there is a requirement to ensure identified health professionals are credentialed and have a defined scope of clinical practice to support the delivery of safe and high-quality health care within Hospital and Health Services.

There is currently a lack of standardisation in credentialing processes for nurses and midwives across the State, with some facilities/HHS’ having standalone nurse and midwifery committees whilst others report through medical committees.

A small working party has been formed to make recommendations for review and standardisation of current processes, and in particular with reference to changes to nurse and midwife prescribing outlined in the Medicines and Poisons Amendment Regulations 2019.
Legislation and policy

Rural and Isolated Practice Endorsed Registered Nurse (RIPEN)
A registered nurse with a Remote and Isolated Practice Endorsed Registered Nurse endorsement (RIPEN endorsement) is currently authorised under the Health (Drugs and Poisons) Regulation 1996 (Qld) (HDPR) to obtain, supply and administer scheduled medicines under protocol.

The Nursing and Midwifery Board of Australia (NMBA) has indicated that it intends to discontinue the RIPEN endorsement when alternative mechanisms are in place to ensure continued service delivery for Queenslanders living in rural and isolated areas.

RIPENs provide access to primary health care, including scheduled medicines, in rural and isolated practice areas. Queensland is home to 72.5% of Australia’s RIPENs.

In recognition of the need to seamlessly transition RIPENs and minimise the impact on the delivery of health services in rural and isolated communities, OCNMO developed a RIPEN Transition Plan in partnership with key stakeholders.

The implementation of the transition plan has seen extensive consultation around the state and has informed drafting instructions for any necessary legislative changes.

Medicines and Poisons Act 2019
On 26 September 2019, the Medicines and Poisons Act 2019 (the Act) and the Therapeutic Goods Act 2019 (Qld) became law in Queensland but will not commence until a later date.

On its commencement, the Medicines and Poisons Act 2019 will repeal the Health Act 1937 and Pest Management Act 2001. The Health (Drugs and Poisons) Regulation 1996, Health Regulation 1996 and Pest Management Regulation 2003 will also be repealed and replaced, with the making of new regulations to support the Act.

It is expected that the new regulatory framework will commence in the second half of 2020.

The new regulatory framework will modernise and streamline the regulation of medicines, poisons, prohibited substances, pesticides and fumigants. It will ensure requirements are easier for industry and the community to understand and apply in practice.

The Office undertook significant research and consultation leading into the Bill passing focused on providing targeted and informed contemporary nursing and midwifery feedback on the proposed new regulations.

Professional Indemnity Insurance for Private Practice Midwives (PII for PPM)
There is no professional indemnity product (PII) for private practice midwives (PPM) in Australia. Rather, there is currently a temporary exemption PII for PPMs who provide homebirth.

Queensland has more PPMs than other Australian jurisdictions.

Accordingly, during 2018-19, OCNMO has supported inter-jurisdictional work on behalf of Commonwealth to determine a national direction in respect of PII for PPM.
Education and research

Lifelong Learning Framework
In 2018, OCNMO supported the development of the Framework for Lifelong Learning for Nurses and Midwives – Queensland Health, which was delivered through partnership with Metro North Hospital and Health Service.

The statewide resource provides a scaffold for all teaching and learning considerations that ‘value add’ to achieving a sustainable, professional, capable, person-focused nursing and midwifery workforce that is respected for competence and quality.

One of the key reasons for the development of the Framework was that there is often considerable variance in the nature, standard and quality of nursing/midwifery education access, offerings and resources across and within health facilities. Therefore, the Framework has been developed to be applicable to all nursing/midwifery contexts as an enabler to improve nursing/midwifery staff education and training experiences by informing strategies, policy, practices and behaviours.

The Framework offers explanation about standards underpinning nursing/midwifery education services; key concepts associated with teaching and learning; strategies to support application; and standards to measure the effectiveness of educational activities.

Succession management and mentoring manual and toolkit
The Office commissioned work through Metro North Hospital and Health Service to develop a Succession management and Mentoring Manual and Toolkit. These resources will support nurses and midwives to take responsibility for, and proactively manage their career and their trajectory.

The manual and toolkit aim to promote and facilitate statewide effective planning, implementation and evaluation of succession management and mentoring initiatives to build nursing and midwifery capacity and capability across Queensland Health.

Strength with Immersion Model (SwIM) program
Over the coming years the number of experienced nurses and midwives moving into retirement is predicted to increase significantly. As such new nurses and midwives will be expected to move into complex clinical areas earlier in their careers than previous generations.

To support them in gaining necessary clinical experience, OCNMO has developed opportunities for novice practitioners to complete short rotations or exchanges into gastroenterology and perioperative; neonatal nursing; mental health and midwifery specialty units.

This has been achieved through partnerships with a number of Hospital and Health Services to develop and implement Strength with Immersion Models (SwIM), aimed at supporting rapid transition to nursing specialty areas.

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1 Fox, R. (2013). The role and contribution of the Queensland public sector employed nurse educator: A grounded theory study. Submitted in fulfilment of the requirement of the degree of Doctor of Philosophy School of Nursing and Midwifery, Faculty of Health Sciences Institute of Health and Biomedical Innovation Queensland University Of Technology Brisbane, Australia.
During 2018-19, there were approximately 300 nurses and midwives who participated in the program, with participants reporting an increase in confidence and competence.

The Office also scoped work to expand the SwIM program in 2019-20 to include a range of new specialty areas, including critical care, pediatrics, aged care, rural generalist, and community health.

**Nursing and Midwifery Exchange Program (NMEP)**

OCNMO continues to support the statewide Nursing and Midwifery Exchange Program (NMEP), which in 2018-19 was a joint initiative between the Office and South West Hospital and Health Service.

The NMEP provides opportunities for nurses and midwives to experience new practice environments within a supportive mentoring framework. The program aims to strengthen capacity of rural and remote services, and clinical specialties by increasing the skills and experiences of existing staff and attracting new nurses and midwives. This in turn increases the ability of services to support the transition of additional nursing and midwifery graduates, essential to sustaining workforces into the future.

During 2018-19, 51 nurses and 2 midwives went through the program.

**Nursing education policy summit**

OCNMO hosted an education policy summit in March 2019. The summit explored key issues and identified priorities for nurse education through panel and workshop sessions. It incorporated consultation for the Commonwealth sponsored National review of nursing preparation led by Professor Stephen Schwartz and hosted by the Commonwealth Chief Nursing and Midwifery Officer.

The summit brought together more than 80 participants, from a variety of roles, including Executive Directors of Nursing, Directors of Nurse Education, academics, consumers, early career nurses and student nurses. Outcomes of the summit will inform planning for Queensland Health’s nurse education and development priorities through to 2026.
Strategic Priority: Innovation and accessibility

Promoting best practice

Passionate About Practice (PAP)
OCNMO hosted the annual Passionate About Practice symposium at the Royal Brisbane and Women’s Hospital on 7 May 2019. There were over 280 attendees from across the State. The Symposium is a key platform to champion and advocate for the role midwives and nurses play across Queensland public health services.

Key themes from this year’s symposium included the power of midwifery and nursing to future proof the health of our communities with the right investment, and the need for midwives and nurses of all levels to step-up as advocates for their role in healthcare and the healthcare system.

Navigator showcase
On 4 June 2019, OCNMO hosted a Navigator Showcase at the Royal Brisbane and Women’s Hospital. The showcase brought together over 150 participants from across the State including navigators and health leaders to celebrate the great success of the Navigator Program in delivering world class health care to some of the most vulnerable and complex chronic disease patients across the state.

The Showcase explored practical examples of best practice, and how to embed these innovative models moving forward. The event was anchored by an announcement from Dr Steven Miles, Minister for Health and Minister for Ambulance Services to permanently fund these 400 positions, making the program the largest state funded integrated care project in Australia.

Exemplar models
During 2018-19, the Office commissioned economic analysis and evaluation of a range of existing innovative and successful nurse-led or nurse-enhanced services. This analysis focused on four exemplar models from across the State to document models of care in a way that acknowledges the nuances of the service where they have been implemented, but also to provide an overarching summary of the application in other contexts, such as wider metropolitan areas; regional; and rural and remote.

The four models were:
- Nurse Practitioner Endoscopists – Logan Hospital, Metro South HHS
- Caloundra Minor Injury and Illness Clinic – Sunshine Coast HHS
- Tele Pre-Admission Clinic (PAC) Service – Logan Hospital, Metro South HHS
- Mount Isa Sexual Health Clinic – North West HHS

The final report is expected in 2019-20. The structure of the report will also provide a future foundation for future economic evaluations of initiatives funded by OCNMO.

Normal birth symposium
On 10 April 2019, OCNMO and the Statewide Maternity and Neonatal Clinical Network (SMNCN) conducted a one-day Normal Birth Symposium in conjunction with the Queensland Clinical Guidelines (QCG) and the Clinical Skills Development Service (CSDS) at the Royal Brisbane & Women’s Hospital.
The target audience was identified as key maternity service stakeholders and influencers. An invitation from the Deputy Director-General Clinical Excellence Queensland (DDGCEQ) was extended to all Health Service Chief Executives (HCSEs) to attend the forum.

The objectives for the normal birth symposium were identified as:

- Improving knowledge and form direction for improving normal birth rates across Queensland;
- Ensuring key Hospital and Health Services (HHSs) leaders have a sound understanding of current birth outcomes and impacts on their local communities;
- Ensuring HHS maternity leaders understand existing requirements under the Clinical Services Capability Framework (CSCF), available resources and appreciate evidence for change;
- Gauging HHS maternity leaders understanding of available mechanisms to improve birth outcomes; and
- Encouraging HHS maternity leaders to commit to improving normal birth rates and embrace change.

The symposium was attended by participants such as HSCE’s, Executive Directors of Nursing and Midwifery (EDNMs) and Obstetric leads or respective representative from each of these groups.

Additionally, the Chief Executive Officer (CEO) for Health Consumers Queensland (HCQ) and maternity consumers from across the state attended.

In total, there were approximately 70 participants that attended on the day.

The symposium included interactive group discussions with significant feedback from participants. Feedback was primarily focused on focused on four key areas:

- Culture
- Consumers
- Education
- Workforce

Minor themes focused on environment and physical place of birth; research and evidence; and budget and cost.

During the day, a graphic artist also recorded participant discussions.

There have been a range of recommendations following the symposium that will be addressed through 2019-20.
Enhancing practice and practice directions

Midwifery continuity of carer models

As part of the Maternity Services Action Group, the Department invested in the development of a decision-making framework (DMF) to assist facilities to transition maternity services to continuity of carer models.

The interactive DMF incorporates detailed facility level information to identify focus areas and guides users to resources to assist facilities to review, redesign or implement new continuity of carer models. The DMF also includes a toolkit to further support maternity services transition toward continuity of carer models.

A clinical governance framework for midwifery group practice (MGP) was also developed to support Hospital and Health Services to safeguard high standards of care whilst simultaneously creating a culture of excellence in clinical care through mechanisms which encourage transparency and accountability.

Midwifery Continuity of carer models deliver enhanced maternal satisfaction, improve health outcomes and are supported by the highest level of evidence with recommendations from the World Health Organisation. These models are popular with women, deliver better perinatal outcomes and are cost-effective. Continuity models also have advantages in the development and retention of a skilled workforce which is responsive to day-to-day demand.

First 1,000 days - career pathway extending midwifery practice

Career Pathways and Models of Care across the First 1,000 days

The Department successfully delivered the scoping phase of a project focused on the intersection of midwifery and nursing roles in child & family health with the view to identifying continuity of carer models based on the needs of different demographic and geographical areas across Queensland.

Over 130 different consultations occurred with a broad range of stakeholders including key industry partners, clinicians, universities, as well as 58 women and their families.

Following completion of the scoping phase, four models of care and two career pathways have been developed that would suit a variety of service contexts to progress continuity of carer, relationship-based care. A final report and recommendations have been completed for consideration by the Department.
Rural generalist pathway
The Office worked with North West HHS to develop a Rural Generalist Registered Nurse (RGRN) Post-graduate program.

The program aims to establish a statewide career pathway for post-graduate registered nurses from novice to experienced practitioners.

Specifically, the purpose of the program is to provide a transition process for career progression that articulates entry points, knowledge and skills requirements.

An expected outcome from the work is that RNs will be encouraged to work in a range of rural, remote and isolated health services across Queensland.

Nurse informatics
OCNMO supported Metro North HHS to undertake work focused on developing the Nursing and Midwifery Informatics Career Pathway (NICP).

The objective of the project was to develop a NICP as well as supporting curriculum documents. The NICP was to comprise a newly developed nursing informatics module in alignment with both Australian and Midwifery Accreditation Council and existing health informatic and health technology post graduate nursing courses to create a specialist career pathway for novice nurses, particularly those working in nurse informatic services across Queensland.
Optimising digital and ICT

Digital Strategy and Roadmap

The Office has progressed work on the development of a Queensland Nursing and Midwifery Digital Strategy. The Strategy will advocate for nurses and midwives as the digital operating environment transforms and optimises the way services are delivered into the future.

To complement this Strategy, the Office has also developed a Digital Roadmap that articulates a schedule for action over the 3 years, 3 to 6 years, and 6 years plus.

To develop the Strategy, the Office hosted a design workshop with key stakeholders in December 2018. The purpose of the Workshop was to engage stakeholders to share insights about the strategies required to inform the development of a Nursing and Midwifery Digital Strategy and Roadmap.

Following on from the design workshop in December, a Digital Consumer Workshop was held on 21 May 2019 at the Queensland Digital Academy, Clinical Skills Development Centre.

The purpose of the workshop was to simulate in real time and observe the use of digital technology with a range of consumers. The simulations also sought to understand how changing digital environments impact on workflows for nurses and midwives.

In addition to the participation of health consumers, key nursing and midwifery leaders and academics from across the State were observers during the simulations.
COMPASS

Significant scoping and development work was undertaken during 2018-19 to design, develop and deliver the Nurse Navigator ICT solution: COMPASS

The Office worked in consultation with HHSs to design and develop an interim ICT solution to support the implementation of Nurse Navigators. COMPASS is a centralised web-based application hosted and secured within the Queensland Health environment and provides Nurse Navigators with a seamless, clinician driven, consumer-centred approach to managing and monitoring the care of complex patients.

The Office supported the development of training modules and resources and delivered training across Queensland during June 2019 prior to the system going live on 2 July 2019.

Workload Concerns Form

In April 2019, the OCNMO launched a statewide platform for electronic reporting of nursing and midwifery workload concerns. The tool allows for the lodging, monitoring and reporting of workload concerns, and removes the need for paper-based processes.
Strategic Priority: Workforce sustainability

Resource management

Business Planning Framework
The Office continues to maintain effective working relationships with key HHS personnel responsible for best practice resource management. Primarily this is through coordination of the Statewide Business Planning Framework Resource Network.

The network meets on a monthly basis with regular forums and workshops held to build capability and information sharing across health services.

Nurse to patient ratios
The Office continues to provide significant support to HHS's in the implementation and compliance reporting associated with the Government election commitments focused on minimum nurse to patient ratios in designated Queensland Health services.

During 2018-19 this included coordination for statewide monitoring and reporting of ratio compliance across existing in-scope medical, surgical and mental health wards.

The Office also provided support as required in the evaluation of nurse to patient ratios currently being undertaken by the Queensland University of Technology in partnership with the University of Pennsylvania.

Finally, the Office also undertook significant modelling, consultation and analysis regarding Government election commitments to expand ratios to additional mental health wards and across 16 Queensland Health residential aged care facilities.

Other industrial and EB
As the professional office for nurses and midwives across the State, the Office was actively involved in a range of industrial relations and enterprise bargaining related work.

Industrial relations support, provided in partnership with Corporate Services Division and Hospital and Health Services included participation in specialist panels where workload issues had escalated, as well as other emergent industrial matters.

With respect to EB activities, the Office was responsible for progressing work linked to a number of EB clauses including:

- Innovation fund (Clause 44.6)
- Showcase event (Clause 44.7)
- Value based indicators (Clause 44.8)
- Nurse Practitioners – implementation and education (Clause 46)
- Nurse Navigator positions to be made permanent (Clause 47)
- Statement of principles for nursing and midwifery accountability (Clause 48.2)
- Midwifery generic level statements (Clause 50)
- Framework for graduate transition (Clause 53.3)

The Office also actively participated as part of the EB10 Nursing and Midwifery Implementation Group (NaMIG), the key governance group overseeing EB performance and implementation.
Recruitment, retention and sustainability

Nursing and Midwifery Graduates

The major workforce supply of nurses and midwives in Queensland are graduates. The Department continued to fund 16 Nurse Educator positions across the State to support onboarding of record numbers of new graduate nurses and midwives. As at 2 June 2019, 1,960 new graduates have commenced across Queensland Health services for the 2018-2019 financial year (Data source: Nurse Graduate and Nurse Navigators (RAPS) report July 2015 to pay ending 2 June 2019, HR Business Intelligence and Strategy, Human Resources Branch).

In addition, the Office of the Chief Nursing and Midwifery Officer delivered graduate information forums at the majority of Universities across the state as well as collaborated with Hospital and Health Services to provide information sessions for HHS staff undertaking graduate recruitment. Enhancements were also made to the online Graduate Portal to improve the application process for graduates.

Neonatal workforce

The OCNMO also worked with Metro North Hospital and Health Service to deliver a Neonatal Workforce project in line with the Statewide Neonatal Careplan 2018. This plan included a set of system wide recommendations for managing the direction of and investment required in neonatal services over the next 10 years.

The project has been undertaken in collaboration with the Queensland Neonatal Strategic Advisory Group – a subcommittee of the State-wide Maternity and Neonatal Clinical Network and the OCNMO.

The aim of the project was to:

- Investigate the projected workforce nurse/midwife shortage for neonatal services
- Explore expansion of senior nursing positions for rotation support across sites
- Explore options for NICUs to partner with SCNs to assist with upskilling staff
- Promote the work of and work with the educational support of Telehealth Emergency Management Support Unit (TEMSU)
- Provide recommendations on workforce models to support succession planning and maintaining neonatal skills
- Undertake a gap and needs analysis of available on-line educational resources
- Develop a package of interactive/virtual resources

A final report is due in 2019-20.

Mental health nursing videos

The OCNMO developed a series of short videos exploring the experiences of mental health nurses with the aim to provide resources to highlight that working in mental health is not something to fear – it is connecting with people in a time of crisis and helping them get to a better place.

The videos promote that mental health nursing is an incredibly diverse profession where no two days are the same and it allows for practitioners to be creative and innovative in the way that care is provided.
Reflective practice groups and team resilience

The Office partnered with Childrens Health Queensland Hospital and Health Service to enhance workforce sustainability across child and youth mental health services (CYMHS).

In particular, a program was commissioned focused on team resilience and reflective practice group activities, with intent to understand the impact of the program and its potential to be replicated to other mental health and non-mental health services.

A final report will be received in 2019-20.