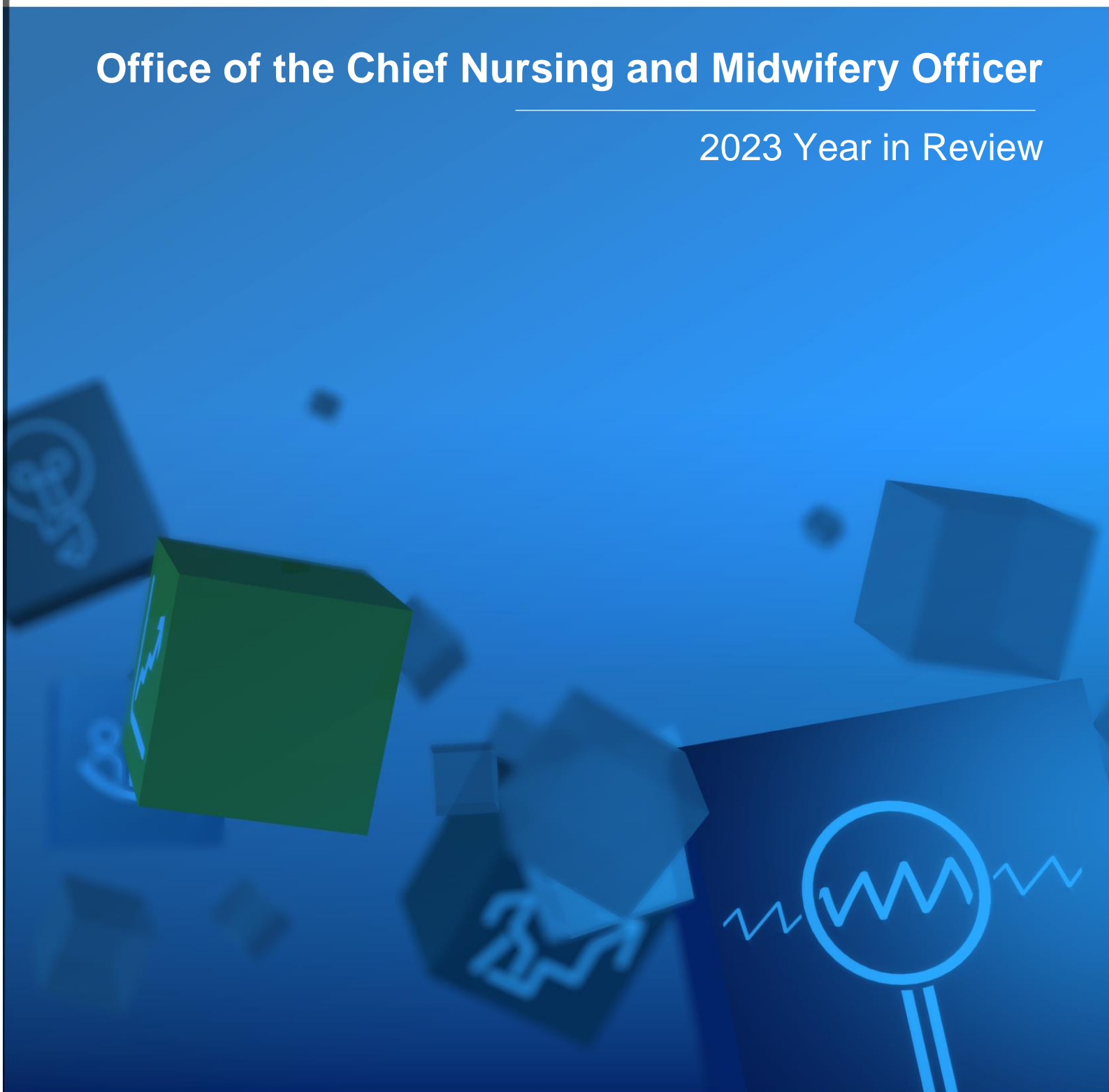


Office of the Chief Nursing and Midwifery Officer

2023 Year in Review



Improvement | Transparency | Patient Safety | Clinician Leadership | Innovation



Queensland
Government

Office of the Chief Nursing and Midwifery Officer 2023 Year in Review

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An electronic version of this document is available at <https://www.health.qld.gov.au/ocnmo>

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Contents

Chief Nursing and Midwifery Officer Foreword	4
Office of the Chief Nursing and Midwifery Officer	5
Vision	5
Mission	5
Strategic Priorities	5
Our Role	5
Our Teams	5
The Year in Review	6
Governance and Stewardship	6
Our Year in Numbers	6
OCNMO Planning Day	6
Midwifery	7
The International Confederation of Midwives 33rd Triennial Congress, Bali June 2023	7
The National Australian College of Midwives Conference, Adelaide September 2023	7
Perinatal Mental Health	7
Growing Deadly Families Showcase	7
Queensland Birth Strategy (QBS)	7
Chief Midwife Announcement	7
Workforce Sustainability	8
Workforce planning strategies for Nursing and Midwifery	8
Registered Nursing and Midwifery Graduate Recruitment Program Enhancements	8
Website redesign and webinars	8
Nurse to Patient Ratios	8
Nursing and midwifery resource management	8
Statewide BPF Resource Network Forum	8
Business Planning Framework Educational Resources	8
Professional Capability	9
Optimising the Scope of Practice of Nurses and Midwives	9
Leadership Forums	9
Rural and Remote Generalist Nurse Project	9
Practice Innovation	10
Passionate about Practice Symposium 2023	10
Nurse and Midwife Navigator Governance and Sustainability Assurance White Paper	10
EB 11 Scope of Practice Project commenced	10
Nurse Practitioner Nurse Endoscopy Incentives program	10
Priority Projects	11
GEC 1543 - Emergency Department access, demand management, and models of care project ..	11
GEC 1545 – Early Career Nursing and Midwifery Retention Strategy	11
GEC 1547 – Nurses and Midwives Professional Development	11
Mental Health, Alcohol and other Drugs	12
ACMHN 47 th International Conference	12
State-wide MHAOD Nursing Engagement	12
First Nations	13
First Nations Nursing and Midwifery Workforce Strategy 2023 – 2028	13
International and National Engagement	13
Our Ways – First Nations Nurse Midwife and Student Workshop	13
National and International Participation	14
National Contributions	14
International Collaborations	14
Recognition of OCNMO staff	17
Professional Contributions and Publications	18

Chief Nursing and Midwifery Officer Foreword

I am pleased to present the Office of the Chief Nursing and Midwifery Officer (OCNMO) 2023 Year in Review. The Year in Review reflects the collective efforts of the professions of nursing and midwifery in collaboration with our partners within the public and private sector, national regulation bodies, professional associations, academic, education and industrial sectors.

Our team advocates for and supports our professions by equipping teams across the health sector with the necessary workforce, professional capability and innovative system solutions to optimise clinical practice and build capability, facilitating the delivery of safe and productive services.

In this review, we celebrate our key achievements and reflect on OCNMOs role in supporting the health sector post pandemic recovery and in addressing the increasing demands within the health sector and community. We support our colleagues in responding to natural disasters by adapting to new ways of work. The Office focuses on achieving outcomes related to lifelong learning of the professions, Government Election Commitments, professional governance and development of a responsive and resilient sustainable workforce for Queensland.

Each year, we see new opportunities, technologies and innovations that support the advancement of the nursing and midwifery professions. As we introduce these into system supports, we focus on ensuring a humanistic approach to encourage humility and compassion all of which are fundamental in building a culture of positivity which will enhance quality, safe services for all populations and cultures. I acknowledge the dedication of the staff that work within OCNMO who have led, contributed to, and developed the resources, policy and legislative changes that are the fabric and foundation to optimise the nursing and midwifery workforce in Queensland.

Kind regards

Shelley



Adjunct Professor Shelley Nowlan
Chief Nursing and Midwifery Officer
Clinical Excellence Queensland

Office of the Chief Nursing and Midwifery Officer

Vision

To lead policy development, ensuring the health needs and choices of Queenslanders are prioritised, to deliver sustainable outcomes for healthier 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 nurses and midwives leading and translating innovation and evidence across different contexts of care.

Strategic Priorities



Our Role

[OCNMO](#) 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 maintain a range of key relationships to realise these aims.

Our Teams

Workforce Sustainability

Develops the nursing and midwifery workforces through planning, workforce attraction and development plans to enable the delivery of a sustainable nursing and midwifery workforce to meet the current and future health needs of Queenslanders.

Midwifery

Leads and enables midwives to be recognised as the lead primary maternity provider of care in the provision of high standards of evidenced based care across the woman's continuum, empowering professional capacity including midwives working to full practice scope, and therefore enhancing midwifery workforce

sustainability and enabling midwifery innovation. Midwifery drives value based care through supporting continuity of midwifery carer expansion.

Governance and Stewardship

Facilitates the governance and stewardship of funding and resources in alignment with legislative and regulatory requirements, through high level strategic, policy and operational advice and leadership to OCNMO, the Department of Health and Hospital and Health Services (HHSs).

Professional Capability

Provides expert nursing and midwifery strategic leadership in relation to regulation, legislation, education and research, in partnership with regulators, educators, universities, researchers and service providers. Enabling evidence-based policy, changes in legislation to ensure it remains contemporary and fit for purpose, educational programs that provide a solid foundation for specialisation, innovative models of care, and nurses and midwives to work to their full scope of practice.

Practice Innovation

Facilitates high level strategic development of practice models within the domains of leadership, management, education, clinical and research in an advisory and advocacy capacity. Informs nursing and midwifery innovation through best practice models, role evolution, and advanced practice models.

Priority Projects

Provides oversight on the implementation of the commitments made by the government, including nurse to patient and midwife to post-natal patient ratios and professional development opportunities for our nursing and midwifery staff.

Mental Health and Alcohol and Other Drugs

In 2023, a commitment through *Better Care Together* enabled the OCNMO to recruit a Nursing Director MHAOD advisor role. This role is a partnership between OCNMO and the MHAOD Branch, that provides strategic leadership to identify, manage, implement, and evaluate state-wide workforce strategies and reform.

First Nations

Provides high level strategic leadership and workforce advice regarding strategies to increase First Nations nurses and midwives, co-design nurse and midwifery led models of care and address systemic and institutional racism. The First Nations Nursing Director works across all OCNMO program areas, as well as collaboratively with the First Nations Health Office.

The Year in Review...

Governance and Stewardship

The Governance and Stewardship team continue to provide best practice governance, 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
- Executive support to the Chief Nursing and Midwifery Officer
- Human resources support
- Travel arrangement support
- Sourcing and supply of data and information for informed decision making
- Other business support functions to ensure the smooth running of the office

Our Year in Numbers

2137

Items of correspondence processed

29

Meetings we have provided secretariat support

7

Number of people who make up the G&S team

OCNMO Planning Day

The 2023 OCNMO Planning Day was held in July. It was a fantastic opportunity for the office to connect and collectively define the priorities for the next 12 months.

To open the day, a smoking ceremony and welcome to Yuggera and Turrbal Country was conducted by Yuggera man, Derek Oram Sandy. A yarning circle was held which provided the opportunity to paint a colourful team artwork.



OCNMO team with Derek Oram Sandy



Artwork created by the OCNMO team

Midwifery



The International Confederation of Midwives 33rd Triennial Congress, Bali June 2023

In June, Dr Jocelyn Toohill alongside the First Nations clinical midwifery consultants Melina Connors and Sonita Giudice presented '**Co-Designing Continuity of Midwifery Carer Models of Practice for Australian Aboriginal and Torres Strait Islander Women and Babies**' (underpinned by the *Growing Deadly Families Aboriginal and Torres Strait Islander Maternity Services Strategy 2019-2025*) at the ICM 33rd triennial congress in Bali, Indonesia. The theme for the congress, *together again: from evidence to reality* reflected on the excitement for face-to-face engagement and aligns with the work being undertaken by the ICM to implement the evidence which continues to demonstrate the investment case for midwives. The congress had 116 Midwives Associations representing 102 countries and together these associations represent 300,000 midwives globally.

The National Australian College of Midwives Conference, Adelaide September 2023

Three presentations were provided by the Midwifery team to esteemed leaders in midwifery and maternity services at the annual national professional midwifery conference:

- Toohill, J. & Chadha, Y. **What do we understand are the drivers for rising caesarean section - Debunking myths.**
- Toohill, J. & Nowlan S. **Queensland Birth Strategy – Transforming Maternity Care.**
- Giudice S., Connors M., Toohill, J. **Growing Deadly Families in Queensland: Insight into the success and barriers of Aboriginal and Torres Strait Islander, codesigned midwifery models of care.**

Perinatal Mental Health

Scoping to identify culturally appropriate screening tools for Aboriginal and Torres Strait Islander women and their partners concluded in December 2023. Education for clinicians to confidently use the Kimberley Moods Screening Tool is being developed to scale and spread statewide.

Growing Deadly Families Showcase

The inaugural Growing Deadly Families Showcase 2023, was held over two days in June under the theme **Strong Mothers, Healthy Babies: Growing Deadly Families**. The event highlighted established exemplar sites and allowed them to share their lessons learnt, positive experiences and impact on their local communities, while new or burgeoning sites were able to listen, learn and share their visions

while navigating and understanding their path to sustainability. The Growing Deadly Families team were 2023 finalists in the inaugural National Rural Health Pro Awards for 'Excellence in Aboriginal and Torres Strait Islander Healthcare.' Presentations delivered by Growing Deadly Families Team

- Connors, M. **'Growing Deadly Families – Indigenous Women's Maternal Health'**. WHO 22nd Session of the UN Permanent Forum on Indigenous Issues Webinar. Invited Speaker
- Connors, M. & Giudice, S. **'Importance of Growing Deadly Families Together'**, International Day of Midwife OCNMO
- Connors, M. & Giudice S. Australian College of Midwives Webinar – **Growing Deadly Families**
- Connors, M. & Giudice, S. **Central West Toolbox Talks**
- Connors, M. **'Growing Deadly Families'** – University of British Columbia

Queensland Birth Strategy (QBS)

Nearing finalisation and publication, the QBS was born out of declining normal birth rates, poor evidence to support many interventions, increasing rates of caesarean section, increasing rates of birth related trauma and no improvement in perinatal mortality and morbidity in Queensland.

The 5 core principals underpinning the strategy:

1. Change culture to promote normal birth and mitigate fear of birth
2. Centre women's informed decision-making, access, and control
3. Respect the scope of practice of midwives, obstetricians, and other maternity care providers
4. Use cost-effective, evidence-based solutions
5. Privilege consumer voices in service design and delivery

Chief Midwife Announcement

On 23 August 2023, the Minister for Health, Mental Health and Ambulance Services and Minister for Women announced the establishment of an inaugural Chief Midwife Officer for Queensland. The role will be created to lead the Midwifery profession and drive maternity reforms. The appointment aims to help improve maternity services across the State, especially those in regional, rural and remote communities, and build a skilled and sustainable midwifery workforce. The Chief Midwife Officer role is the result of continual advocacy from OCNMO's Midwifery team, recommendation under the Queensland Birth Strategy with support from Queensland Nurses and Midwives' Union and the Australian College of Midwives. This is an enormous achievement for Queensland women.

Workforce Sustainability

Workforce planning strategies for Nursing and Midwifery

Development of the Workforce Action Plan Horizon 1 – 2022 to 2024

The Chief Nursing and Midwifery Officer in collaboration with key stakeholders including Executive Directors of Nursing and Midwifery, Directors of Nursing, Directors of Midwifery, Nursing Directors from a range of Hospital and Health Services, Queensland Nurses and Midwifery Union and Deans of Queensland Universities led a period of review and consultation.

A range of methods were employed in the development of the workforce action plan Horizon 1, including a review of the international Nursing and Midwifery workforce gathering, analysing statistical data, working groups with stakeholders across Hospital and Health Services, focus group work through a nursing and midwifery workforce summit and reviewing relevant policies and strategies to identify strategic action plans.

The workforce action plans for the profession of Nursing and Midwifery have been informed by state, national and international Nursing and Midwifery experiences and incorporates World Health Organisation policy recommendations.

The three priority focus areas are:

- Supporting and retaining current workforce
- Building new pipelines of talent
- Adapting and innovating new ways to deliver.

The Workforce Action Plan Horizon 1 – 2022 to 2024 will underpin and support the broader QH Workforce Strategic Plan to enable a sustainable Nursing and Midwifery workforce now and into the future.

At a National Level collaboration in providing advice to inform the National Nursing Strategy.

Registered Nursing and Midwifery Graduate Recruitment Program Enhancements

Material changes to the overall Graduate Program were implemented this year including promotion, application form improvements and system changes to address mal-distribution of applicants across HHSs. Significant improvements have been noted, including reduced administrative time, improved distribution of applicants, reduced recruitment timeframes and increased OCNMO capacity to manage the applicant pool. As a result, 3,775 applications were received for 2,786 graduate positions. At the time of publication, 3,135 applicants

are in the final recruitment stage with HHSs, 165 (4.4%) have withdrawn (many accepting private or interstate positions) and 475 remain available in the Central Pool.

Website redesign and webinars

OCNMO collaborated with the Strategic Communications Branch to implement a coordinated communication campaign to promote the Qld Health Registered Nursing and Midwifery Graduate Program. Including creation of a 'brand' consistent with the new QLD Health recruitment brand, associated marketing collateral, developing a new website, producing a range of testimonial videos from graduates, conducting information webinars for prospective applicants, and using paid advertising to ensure that the website was prominent in search. These improvements presented a professional campaign and laid a foundation for future years.

Nurse to Patient Ratios

The Office continues to provide significant support to HHSs in the compliance reporting associated with the minimum nurse to patient ratios in designated Queensland Health services. During 2022-2023 this included coordination for statewide monitoring and reporting of ratio compliance across existing in-scope medical, surgical, mental health wards and 16 Queensland Health residential aged care facilities.

Nursing and midwifery resource management

Statewide BPF Resource Network Forum

The yearly Business Planning Framework (BPF) Resource Network Forum provides Hospital and Health Service nurses and midwives with expertise in resource management to collaborate on key operational workforce planning initiatives. Participants at the October 2023 forum heard from Department of Health leaders in workforce planning, strategic recruitment, professional leadership and implementation of enterprise agreement initiatives.

Business Planning Framework Educational Resources

Business Planning Framework educational resources have been updated to reflect the sixth edition of the BPF Manual which was published in 2021. Metro North Hospital and Health Service led this project on behalf of the Office of the Chief Nursing and Midwifery Officer. Revision of the educational materials was guided by a joint Queensland Health and Queensland Nurses and Midwives' Union working group.

Professional Capability

Optimising the Scope of Practice of Nurses and Midwives

Optimising the scope of practice of nurses and midwives is an ongoing priority for the Professional Capability team, with a number of legislative initiatives progressed in 2023, for example changes to the Medicines and Poisons Legislation as outlined below.

Amendments to the Extended Practice Authority-Registered Nurse (EPA-RN) include:

- addition of hormonal implantable device to improve access and availability of Long-Acting Reversible Contraception in Queensland, authorising RNs working in Sexual and Reproductive Health Services to insert hormonal implantable devices without a prescription.
- contemporary addition or amendments to medicines used to treat sexual and reproductive Health conditions, including the authorisation for Sexual and Reproductive Health nurses to administer certain vaccines that are recommended for patients living with Human Immunodeficiency virus.
- contemporary addition or amendments to medicines in the EPA-RN Part B, used to treat patients in acute or emergency care situations.
- addition of Japanese Encephalitis Vaccine.
- modification to education requirements for sexual and reproductive health nurses to enable newly employed nurses to this setting to work under the EPA-RN Part C.

Amendments to the Extended Practice Authority-Midwives include:

- addition of hormonal implantable device to improve access and availability of Long-Acting Reversible Contraception in Queensland, authorising midwives working under the EPA to insert hormonal implantable devices without a prescription.

An e-learning module has been developed to provide Queensland Health RNs and midwives with knowledge of legislative requirements under the Queensland *Medicines and Poisons (Medicines) Regulation 2021* including requirements when working under the EPAs. The module will be available soon on iLearn.

Leadership Forums

Working with Hospital and Health Service colleagues, a total of 24 leadership forums were held in 2023 including the Nurse Unit Manager/Midwifery Unit

Manager, Enrolled Nurse and Grand Rounds Forums. Feedback from multiple sources show that nurses and midwives are benefiting from the sessions, finding them informative and insightful. Our team has commenced forum planning for 2024 and are expecting more engaging guest speakers and increase in engagement.

Rural and Remote Generalist Nurse Project

The Rural and Remote Generalist Nurse Program (RRGNP) was a Queensland Health workforce initiative aimed at preparing RNs with a standardised program of foundational skills required to work in a rural and/or remote context. The goal was to establish a pipeline of talent with a defined career pathway, individualised to the context of practice and career aspiration leading to recognition of advanced practice and rural and remote specialisation.

OCNMO and the Office of Rural and Remote Health worked collaboratively to deliver the project, including undertaking program evaluation and refinement, with the project closing on 30th June 2023. This investment delivered a 12 month program and was piloted in Central West, Darling Downs, North West, South West, and Torres and Cape Hospital and Health Services. Evaluation showed that the program was positively received and viewed as a valuable activity. Data showed a significant increase in participants knowledge, skills and abilities, and positively influenced participants decisions to stay in rural and remote settings.

The Nursing and Midwifery Directors of Education Forum has formed a subgroup to continue development of a pathway for rural generalist nurses aligned with the national [Rural and Remote Nursing Generalist Framework 2023-2027](#).



Project leads, Ann Hammonds and Jodie Turvey visiting recruits in Mt Isa

Practice Innovation

Passionate about Practice Symposium 2023

This annual event was held on May 16th 2023 in a hybrid event to encourage attendance for as many nurses and midwives as possible from across Queensland. The theme of the Symposium was *United: Stronger together*. The Program was supported by incredible national speakers, an international nurse entrepreneur and a Celebration Hour where nurses and midwives from Queensland who had been recognised by a formal Award during the year had a chance to share their amazing work that attracted the Award. It was a fabulous way to mark International Day of the Midwife and International Nurses' Day.



Panel – *United: Stronger Together*. Facilitated by Dr Ali Drummond, CEO CATSINaM



Sally Jones DoN Practice Innovation; Jocelyn Toohill DoMidwifery



Shelley Nowlan CNMO and Frances Rice, N&M Advisor Commonwealth CNMO

Nurse and Midwife Navigator Governance and Sustainability Assurance White Paper

In 2016, the Government committed to implementing 400 Nurse and Midwife Navigators throughout Queensland. Following a series of evaluations and reviews of the impact of the implementation, the White Paper pulls all the recommendations and actions together with alignment to Queensland Health's Health Strategies to provide Hospital and Health Services with strategic direction as they grow and sustain their Navigator workforce.



EB 11 Scope of Practice Project commenced

In August 2023, OCNMO commenced hosting the Nursing and Midwifery Scope of Practice Project arising from the recent Public Sector nurses and midwives Enterprise Bargaining (EB11) The Project has two professional streams to focus on the specific issues experienced by nurses and midwives in the professional practice. The project will develop a strategy to overcome structural (as well as custom, culture and practice) barriers that inhibit nurses and midwives working to the optimal scope to optimise health outcomes and achieve efficiencies in the health system. The Midwifery project concludes at the end of January 2024, and the Nursing at the end of August 2024.

Nurse Practitioner Nurse Endoscopy Incentives program

Following the successful delivery and incredible outcomes of the groundbreaking Nurse Practitioner Nurse Endoscopy program in 2016, OCNMO has worked with a number of internal and external stakeholders to recommence this program in 2024 with a view to improving access to Endoscopy services for Queenslanders. The successes of one of the participating sites in the preliminary program can be revisited here [Exemplar Models 2020 | Office of the Chief Nursing and Midwifery Officer \(health.qld.gov.au\)](https://www.health.qld.gov.au/exemplar-models-2020)

Priority Projects

OCNMO has a long and successful history of delivering significant reforms and Government Election Commitments (GEC). In 2023 OCNMO, the Queensland Nurses and Midwives Union (QNMU) and Hospital and Health Services (HHSs) across Queensland have worked collaboratively to deliver four of the seven nursing and midwifery GECs. Some achievements include:

GEC 1543 - Emergency Department access, demand management, and models of care project

This project explored contemporary models of care in Emergency Departments to optimise access and manage increasing demand for health services, staff fatigue and workload management. Consultation included 54 Town Halls, including some specifically for First Nations nurses and a survey which yielded rich information and experience to inform recommendations. The project report included priority recommendations related to role of Enrolled Nurses in ED, development of Advanced Nursing Directives (or protocols for certain Diagnostic Related Groups (DRGs)), ED nurses working within Urgent Care Centres, formal trauma-informed supervision for ED nurses and development of a First Nations ED access model. The priority recommendations continue to be considered for implementation by appropriate lead areas within OCNMO and/or Clinical Excellence Queensland (CEQ). The report has also been formally published and shared with HHSs for their information and reference to consider local implementation of recommendations.

GEC 1545 – Early Career Nursing and Midwifery Retention Strategy

A [strategy](#) was developed to support retention of early career nurses and midwives, including new graduates, that addresses the need to provide better certainty and permanent employment opportunities for these cohorts.

The Professional Capability team in OCNMO led the development of the Leadership Strategy. The strategy provides all classifications of the nursing

and midwifery professions with clear direction on how to build leadership and advocacy, capacity and capability and apply these tenets to achieve clinical, organisational, professional, and personal goals. Importantly, an aim of the Leadership Strategy is to promote First Nations nursing and midwifery leadership by including requisite initiatives to contribute to building strong First Nations leaders, increase representation across all classifications, and improve First Nations consumer access to sustainable, culturally safe, and responsive healthcare services.

GEC 1547 – Nurses and Midwives Professional Development

The Professional Capability team in OCNMO with the support of the Nursing and Midwifery Directors of Education Forum members delivered 17 projects in total associated with this GEC. The following is a selection from the 17 projects to highlight:

- [The Framework for Lifelong Learning for Nurses and Midwives](#) was reviewed and updated.
- [The Supported Practice Framework for Nurses and Midwives and Resource Toolkit](#) was developed.
- 5 Strength with Immersion Model Programs (SwIM) were conducted in the specialties of Aged Care, Community and Primary Health Care, Intensive Care, Mental Health, and Paediatric.
- 3 Transition Support Programs were reviewed and updated including Perioperative, Neonatal, and the Academic Industry Partnership with the Cancer Care TSP.
- Delivery of four 4-day Clinical Supervision Education and Training Workshops for nurses and midwives were held across Queensland. Three 2-day Trauma Informed Care (TIC) Train the Trainer workshops were facilitated to build capacity for participants to deliver TIC in the local health service and a 1-day workshop was delivered to build leadership capacity in TIC was delivered to the nursing leadership team in Darling Downs HHS.

Mental Health, Alcohol and other Drugs

Commencing in July 2023, the Nursing Director Mental Health Alcohol and other Drugs (MHAOD) advisor had a busy 6 month period engaging with, and supporting, the MHOAD nursing leaders across Queensland to develop a MHAOD nursing plan. The plan considers and accounts for the recommendations and strategic directions within:

- *The Global Mental Health Nursing Workforce: Time to Prioritize and Invest in Mental Health and Wellbeing*. International Council of Nurses (2022).
- National Mental Health Workforce Strategy (2022-2032). Department of Health and Aged Care (2023).
- Inquiry into the opportunities to improve mental health outcomes for Queenslanders - Report No. 1, 57th Parliament Mental Health Select Committee June 2022.
- *Better Care Together* (A plan for Queensland's state-funded mental health, alcohol and other drug services to 2027), Queensland Government (2022).
- *Mental Health Act 2016 Report - Review into the use of Seclusion, Mechanical Restraint and Physical Restraint under the Queensland Mental Health Act 2016*. Office of the Chief Psychiatrist, Queensland Health (2023).

Working collaboratively with the MHAOD Branch, Office of the Chief Psychiatrist and Office of the Chief Allied Health Officer, the Nursing Director MHAOD advocates and supports initiatives for the MH and AOD nursing professions that:

1. Promote attracting, recruiting and building capacity for the workforce.
2. Build capability, provide specialist education and offer professional development opportunities.
3. Define the Scope of Practice to influence the development of innovative Models of Care.
4. Contribute to wellbeing, professional culture and professional practice.
5. Contribute and support workforce to provide input into the MHAOD digital strategy.

ACMHN 47th International Conference

It was an honor to be invited by the Australian College of Mental Health Nurses (ACMHN) in my capacity as the Nursing Director MHAOD to be a guest panelist at the [ACMHN 47th International Conference](#) held in September 2023 at the Sofitel Melbourne, discussing “**Positive Future Focus for Mental Health Nurses**”.

What was a greater honor was to be able to witness some of the truly amazing Queensland mental health nurses present their innovations to an international conference of approximately 600 delegates.

State-wide MHAOD Nursing Engagement

In this new role I have undertaken state-wide consultation with the MHAOD nursing leadership through regular meetings, a survey and attending some of the HHS's to assist in the development of a Queensland MHAOD nursing plan. It has been a pleasure and so rewarding to be invited to attend HHS's as the delegate for the Chief Nurse and Midwife to provide presentations, facilitate workshops and present staff achievement awards. Having a draft MHAOD nursing plan, with priorities has started to yield conversations and actions to support several workforce initiatives that will support workforce capacity and capability. 2024 will see initiatives supported, to advance the MHAOD nursing profession.



Mr Nathan Dart (OCNMO MHAOD Nursing Director) and Adjunct Associate Professor Andrea Nagle Executive Director Nursing and Midwifery Services Darling Downs Hospital and Health Service

First Nations

In 2023 the First Nations Nursing Director position was made permanent after welcoming the role into OCNMO in 2022. This signifies an important step and commitment toward working more effectively with First Nations peoples, achieving health equity and putting First Nations first.

First Nations Nursing and Midwifery Workforce Strategy 2023 – 2028

Under the leadership of First Nations Nursing Director, OCNMO has co-designed a First Nations Nursing and Midwifery Workforce Strategy 2023 – 2028 (due to launch early 2024) to set the strategic direction and realise the vision that First Nations nurses and midwives are visible, valued and commensurate to need.

The three priority areas of the strategy are:

- Retain First Nations nurses and midwives through increased support and improved Cultural Safety
- Build First Nations Leadership
- Increase First Nations nurses and midwives working within Queensland Health
- Provide culturally safe health services through innovative models and innovative positions.

Goreng Goreng artist, Rachael Sarra was engaged to develop a custom artwork that will provide the cultural identity to First Nations nursing and midwifery.

International and National Engagement

The First Nations program area has also welcomed the opportunity to present and/or participate in various conferences, workshops and forums. Below is a snapshot of some of these forums:

- OCNMO First Nations poster presentation [International Council of Nurses Congress 2023](#), Montreal Canada
- First Nations Darling Downs Hospital and Health Service Senior Nurse & Midwives Forum
- Growing Deadly Families Showcase, Brisbane

Our Ways – First Nations Nurse Midwife and Student Workshop

In 2023 OCNMO held the inaugural Our Ways workshop, co-delivered with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) and hosted by Queensland University of Technology. The first of its kind, Our Ways brought together approximately 65 First Nations nurses, midwives, and students from across Queensland, providing a forum to showcase their unique contribution to the health system, as well as current and future needs with regards to growing this workforce.

Some of the key themes that emerged from the workshop included: self-determination, leadership, growing our own (workforce), one song line, communities and networks and working together with the Aboriginal and Torres Strait Islander community-controlled health sector.

The top three workforce priorities for participants were First Nations leadership, cultural mentoring and leveraging industrial and workforce instruments to support the creation of more First Nations Identified positions.



OCNMO First Nations Nursing Director Rosie Borey and EDNM Andrea Nagle, DDHHS



Our Ways attendees

National and International Participation

To achieve the OCNMO vision of healthier Queenslanders, it's necessary to collaborate and contribute with other International, National and State jurisdictions to explore new innovative, contemporary ways to deliver healthcare. Collectively these stakeholder groups collaborate and participate in contributing to strategic workforce leadership, policy development and legislative and regulatory reforms. OCNMO's involvement in these strategic discussions and decisions has contributed significantly in building Queensland's reputation as a leader in this important domain of health.

National Contributions

- Shelley Nowlan, Queensland's CNMO is the current chair of the Australian and New Zealand Council of Chief Nursing and Midwifery Officers (ANZCCNMO) for a two year period
- The Council consider, prepare and provide advice to the National Nursing and Midwifery Education Advisory Network (NMEAN)
- Queensland CNMO is also a key representative on the National Midwifery Strategic Group (NMSRG)

International Collaborations

International Council of Nursing (ICN) Bi-Annual World Conference - Montreal

This Event was an opportunity for Shelley Nowlan to meet and network with delegates from the ICN Global Nursing Leadership Alumni and ICN WHO WPRO to explore contemporary ways in which nurses work to achieve universal access to health and present at an international workshop on, **Thought Leadership Raising Rural Voices**.

The conference provided an opportunity to meet with Michelle Acorn CNO ICN, Dr Amelia Latu Afuhaamango Tuipulotu CNO ICN and Leigh Chapman CNO Canada. Meetings were also held with Professors of University of New Mexico School of Nursing, La Trobe and University of Hong Kong. These were invaluable opportunities leveraged with colleagues, particularly given the presence of other WHO regions ICN CNO, WHO CNO who were also in attendance to network and share the work Queensland is undertaking to progress both professions of Nursing and Midwifery, gain insight into their work and consider and advance collective challenges and priorities. This has positively resulted in ongoing Networks established with University of Hong Kong, Nurse leaders from Canada, Taiwan, Japan, New Zealand, Israel and the ICN Alumni.

Additionally, OCNMO's work was celebrated on a

global stage with the following five e-posters presented at the ICN 2023 Congress Scientific committee at this conference:

- Building a Sustainable Rural and Remote Generalist Nursing Workforce for Queensland
- Graduate Nurse and Midwife Journey, Queensland Health Australia
- Swimming to Success: Supporting Early and Mid-Career Nurses to Develop Skills, Competence and Confidence in a Specialty Context, Queensland Health Australia
- Queensland Health State-Wide Nursing and Midwifery Workforce Planning
- Workforce Equity to Achieve Health Equity for Australia's First Nations People, Queensland Health Australia

Shelley, in her concurrent role as the Australian Government Deputy National Rural Health Commissioner, presented the Australian National Rural and Remote Nursing Generalist Framework (an international first) and conducted a second Thought Leadership Workshop on: The Importance of Raising our Voices in the Support of Nurses for the Future of Universal Healthcare Coverage.

A highlight of the Event was the keynote closing address conducted by Prime Minister Justin Trudeau on final day of conference who enthusiastically championed the value and voice of nurses across the world, promoted the role of the Chief Nursing Midwifery Officer and called for every country to invest in key advisors at the central decision-making table, and thanked nurses worldwide for being the heroes of health and pandemic.



Queensland e-poster at the ICN Congress scientific meeting, Montreal

Canadian Industry Visits and Collaborations

Shelley Nowlan, undertook a number of key industry visits with Australian CNMO Alison McMillan and the Director, Centre for Rural and Remote Health, James Cook University, Dr Sabina Knight, including:

- **Midwifery led community birthing centre Rural (outer Montreal area), with Dr Jeannie Haggerty** –the visit highlighted their Midwifery Led Homebirth: Supported from a birthing centre under a Canadian Model where Women's choice has been the foundation of the model. Key components that align to the Home Birthing model were shared to inform Queensland policy.
- **Health Workforce Researchers Dr Ivy Bourgeault and Dr Steve Slade** - to discuss Primary Care Medical Clinical models and the nursing role and meet with practice nurses. Key foundations of the model were a comprehensive overview of the Multi D Primary Care Workforce research and MOC exploring scope of practice, new ways of working and improving access based on geographic diversity and demographic. Discussions further explored building capacity with a focus on leadership and research, cultural capacity and responsiveness. Shared insights and current situations related to workforce, such as maldistribution, rigid scopes of practice, the urgent need to remove barriers so as to address the underserved population and reduced access to care.
- **Arctic College Nunavut Canada, Elissa Sakariassen, Manager of Education Services** – hosted by Professor Ruth Martin-Misner, Executive Dean Research and Co-director Canadian Centre for Advanced Practice Nursing Research, the visit assisted in understanding the established partnership with the school of nursing in Halifax a Bachelor of Nursing Science Program and also our equivalent of Enrolled Nurse Program. We shared the experience of small regional programs e.g. JCU program in Mount Isa, OCNMO Strength with Immersion Programs, Transition Support Programs, incentives for student nurses in rural and remote placement and strategies to support indigenous students to success. The group will have further discussion to align the Rural and Remote Nurse Generalist.
- **Dalhousie School of Nursing Halifax Canada, hosted by Dean Brenda Merrit** –the discussion included strengthening primary health care and issues related to accreditation of programs, the Bachelor of Midwifery program as an independent program and home birthing being included as a component of the curriculum, responsibilities and responsiveness to health and health workforce needs of the regions, relationships to the health service sectors comparing situations post pandemic and program barriers, enablers and technologies utilised to sustain programs.
- **Nova Scotia Health, Senior Leads of the Rural and Remote Health Services** including Cindy Macquarie Senior Director of Interdisciplinary

learning and Primary Health Care Nova Scotia, Nancy MacConnel-Maxner Regional Director Northern Zone and provincial student placement and inter-disciplinary learning - In conversation it was reinforced that similarities in demographic, geographical diversity and workforce issues between Canada and Australia as well as regional and rural Queensland exist which support the establishment of networking and collaborations. Specific key roles such as Nurse Practitioners (NP) were discussed which identified that Canadian NP's function at a more advanced level of autonomy and prescribing scope and lead services in community. Multidisciplinary teams support local services with population demographics similar to regional rural Australia.



Cape Breton Health team, Nova Scotia Health with Shelley Nowlan, Alison McMillan and Dr Sabina Knight

- **Izaak Walton Killam (IWK) Health Centre**, with Annette Elliot Rose Vice President Clinical Care Chief Nurse Executive, Nancy Cashin Director of Nursing and Professional practice – a major pediatric hospital and trauma centre in Halifax, Nova Scotia, the visit provided information and insight into the challenges and successes of IWK Health. It was evident that through strong nursing leadership a locally committed team championed new initiatives and embedded positive practice standards to attract and retain staff and adapt new models of care.

New York, USA

- **United Nations** - Dr Sabina Knight and Shelley Nowlan in transit from the ICN had the opportunity to visit the United Nations, Division of Healthcare Management and Occupational Safety and Health/Office of Support Operations. We had a stimulating meeting with International Medical Services and Clinical Governance and Education Unit for United Nations. The meeting gave a general overview of the role of their positions and office. We discussed international situations of nurse supply, skill and education. Specific

discussions were held about nurse immunisation and post pandemic nurse supplies. As the convener of the WHO ICN WPRO region nurses group, Shelley shared the work undertaken related to nurse leadership in rural settings. Raised that WHO spoke about Governments supporting CNMO roles to strengthen the nursing response worldwide regarding strategy and workforce pipelines. We shared information about the National Rural and Remote Nursing Generalist Framework as a tool to support autonomy of practice, cultural safety, and advocacy. We also shared information on QH clinical guidelines and manuals available for both nursing/midwifery and medical clinical staff along with short courses and education tools provided by CRANAPlus. As such we have been invited to attend a webinar to speak to the National Framework as a general interest item with other UN staff to uplift remote nursing skill. They are also keen for CRANAPlus to participate with online seminars on the manuals. We were afforded a tour of the UN headquarters which we found very interesting as a security council was being held and we were able to observe.

- **UNICEF, Dr Tedbabe Degefe Hailegebriel Senior Adviser, Maternal and Newborn Health**

- General discussion was held regarding maternal health and child health. The focus was on indigenous peoples with information shared on the success of the QH CEQ OCNMO Growing Deadly Families Strategy and first 1000 days. General interest was expressed re: the research outcomes and success related to Midwifery Continuity of Carer. There was an exchange of specifics on their UNICEF website. Expressed interest in the QH program resulted in an invitation to present at a future grand round with their maternity team.

As the convener of the WHO ICN WPRO region nurses group Shelley shared the global work undertaken related to midwifery leadership in advancing the outcomes of midwifery continuity of care models and the links to the first 1000 day on child health from a global perspective. Discussion also occurred on the linkage of ICN to the Girls Education fund for investment in orphaned girls from war and natural disaster and the scholarships available.

Business Planning Framework (BPF) and Ratios – Collaborations with Ireland and British Columbia, Canada

Officers within OCNMO who led work associated with the Business Planning Framework and

implementation of Ratios have met with key international Health policy leads to discuss the National and International standards in the incorporation of world leading research into Queensland which culminated in changes to legislation and regulation associated with Nurse/Midwife to Patient ratios, The Government Election Commitments have been instrumental to Queensland being a world leader in this area. OCNMO shared this work and research with the Ireland Chief Nursing and Midwifery Office and the Canadian British Columbia Chief Nursing and Midwifery Office as well as the University of Pennsylvania.



Shelley Nowlan at the United Nations, New York, USA.



New York, USA.



L-R: Dr Sabina Knight, Dr Tedbabe Degefe Hailegebriel, Shelley Nowlan, UNICEF, New York, USA.

Recognition of OCNMO staff

Sonita Giudice - 2023 Women's Agenda Leadership Awards, Emerging Leader in Health



Melina Connors - 2023 Australian College of Midwives Midwife of the Year



Emily Russell - 2023 Association Queensland Nursing and Midwifery Leaders Colleen Rasmussen Emerging Nursing / Midwifery Leaders award



"As a profession, Midwifery chooses us. It takes a special kind of person to be a midwife. For Aboriginal and Torres Strait Islander people, traditional birthing has always been part of our culture and has been lost with time, so for an Aboriginal Midwife, our journey into midwifery is special. It is about embedding our culture in maternity, making maternity care culturally safe for women and their families. It is about breaking the cycle and distrust in the health services that has plagued our families for generations and acknowledging the needs and voices of women and community. This year I won the Australian College of Midwives (ACM) midwife of the year. I feel somewhat undeserving of this award, because I am simply doing what I love and what is my passion, but I accept the award on behalf of the First Nations midwives making a difference to the lives of Aboriginal and Torres Strait Islander women, children and their families. I also feel it represents and acknowledges my journey as an Aboriginal person and a mother and acknowledges and celebrates what we (Sonita Giudice and I) have been able to achieve, so far with The Growing Deadly Families Strategy".

Congratulations to the winners of the 2023 inaugural **OCNMO Staff Recognition awards!**

- Customers First award - Jeanie Tertzakian
- Customers First award - Midwifery
- Ideas Into Action award - Belinda Eagle & John Conlan
- Ideas Into Action award - Midwifery
- Unleash Potential award - Margaret Cashman
- Unleash Potential award - Midwifery
- Be Courageous award - Rachel Moore
- Be Courageous award - Midwifery
- Empower People award - Sonia Blinkhorn
- Empower People award - Midwifery
- Leadership award – Dr Jocelyn Toohill

Professional Contributions and Publications

Glynn L, Murphy AW, Scully R, Strasser R, Quinlan D, Cowley J, Hayes P, O'Donnell P, O'Regan A, Tuli S, Santana MA, Sparrow-Downes VM, Petrazzuoli F, Nowlan S, Collins C, Fogarty F, MacFarlane A, Wynn-Jones J, Chater AB. (2023) *The Limerick Declaration on Rural Health Care 2022*. *Rural and Remote Health* 2023; 23: 7905. <https://doi.org/10.22605/RRH7905>

Toohill, J. & Chadha, Y. (2023). *What do we understand are the drivers for rising caesarean section - Debunking myths*. *Women and Birth*. <https://doi.org/10.1016/j.wombi.2023.07.067>

Toohill, J. (2023). *Queensland Birth Strategy – Transforming Maternity Care*. *Women and Birth*. <https://doi.org/10.1016/j.wombi.2023.07.045>

Giudice S., Connors M., Toohill, J. (2023). *Growing Deadly Families in Queensland: Insight into the success and barriers of Aboriginal and Torres Strait Islander, codesigned midwifery models of care*. *Women and Birth*. <https://doi.org/10.1016/j.wombi.2023.07.024>.

Hu Y., Gamble J., Allen J., Creedy DK., Toohill J. & Callander E. (2023). *A cost analysis of upscaling access to midwifery continuity of care: population-based microsimulation in Queensland, Australia* (submitted *Women and Birth* 29 August 2023)

Hu Y, Toohill J, Ellwood D, Slavin V, Gamble J, Allen J, Callander E. (2023). *The financial impact of offering and upscaling publicly funded homebirths: a population-based microsimulation in Queensland, Australia*. <https://linkinghub.elsevier.com/retrieve/pii/S1871519223002287>

Penny R, Hardiman L, Toohill, J. (2023). *Being Connected: Exploring the needs of mothers during the postnatal period in Queensland, Australia*. *Journal of Child Health Care*. DOI: 10.1177/13674935221090356

Connors M and Giudice S. (2023) *Growing Deadly Families. The voice of remote health*. CRANaplus Magazine. April, Issue 128.

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OCNMO Year In Review 2023

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