

Nursing and midwifery classification evaluation methodology

- Policy Number:** B7 (QH-POL-179)
- Publication date:** June 2020
- Purpose:** This policy outlines the processes which support the evaluation and re-evaluation of nursing and midwifery positions.
- Application:** This policy applies to all Queensland Health nursing and midwifery positions.
- Delegation:** The 'delegate' is as listed in the relevant Department of Health Human Resource (HR) Delegations Manual, or Hospital and Health Services Human Resource (HR) Delegations Manual, as amended from time to time.

Legislative or other authority:

- Nurses and Midwives (Queensland Health) Award – State 2015
- Nurses and Midwives (Queensland Health and Department of Education and Training) Certified Agreement (EB9) 2016
- PSC (IR) Directive 15/13 Recruitment and Selection

Related policy or documents:

- Recruitment and Selection HR Policy B1 (QH-POL-212)
- Managing Organisational Change - 'How to Guide'

Policy subject:

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1 Policy Statement

The Nurses and Midwives (Queensland Health) Award – State 2015 (the Award) was varied on 5 October 2016 and introduced a thirteen grade nursing and midwifery classification structure.

The thirteen grade classification structure was agreed as part of the Nurses and Midwives (Queensland Health and Department of Education and Training) Certified Agreement (EB9) 2016.

The evaluation and classification of nursing and midwifery roles is informed by the generic level statements (GLS) found at Schedule 2 to the Award.

This policy outlines the processes to be used for the evaluation/re-evaluation of nursing and midwifery positions within Queensland Health, and to assist with utilisation of the new GLS, which were introduced into the Award in October 2016.

The classification structure recognises the expanded roles of nurses and midwives in Queensland Health and aims to cater for new and emerging roles in the future.

History:

June 2020	<ul style="list-style-type: none"> • Policy: <ul style="list-style-type: none"> – formatted as part of the HR Policy review – amended to update references and naming conventions – application amended as a result of changes to the Hospital and Health Boards (Changes to Prescribed Services) Amendment Regulation 2019.
May 2018	<ul style="list-style-type: none"> • Policy re-titled from 'Nursing and midwifery classification structure' to 'Nursing and midwifery classification evaluation methodology' • Policy amended to: <ul style="list-style-type: none"> – remove Attachment One Translation for positions moving to a new point on salary spine – include evaluation process steps – include Simple Comparative Tables (SCTs).
May 2017	<ul style="list-style-type: none"> • Policy: <ul style="list-style-type: none"> – formatted as part of the HR Policy review – amended to update references and naming conventions – updated to reflect new classification structure introduced by variation to the <i>Nurses and Midwives (Queensland Health) Award – State 2015</i> – removal of generic level statements and nursing classification evaluation guide
May 2014	<ul style="list-style-type: none"> • Policy formatted as part of the HR Policy Simplification project. • Policy amended to update references and naming conventions. • Policy reviewed as part of the Queensland Ambulance Service HR Policy Integration project. • Policy not applicable to QAS employees.
May 2008	<ul style="list-style-type: none"> • Updated as a result of stakeholder feedback.
September 2007	<ul style="list-style-type: none"> • New instruction.
Previous	<ul style="list-style-type: none"> • IRM 4.8-2 Nursing and Midwifery Classification Structure

Attachment One – Process for the evaluation/re-evaluation of nursing and midwifery positions

The following information is provided as the minimum mandatory standard practice, procedure or process to enable satisfactory compliance with this Queensland Health HR policy.

Local guidelines/procedures may be developed to facilitate implementation of this policy. Any local guidelines/procedures must be consistent with this policy and standard practice and ensure employee entitlements continue to be met.

An evaluation occurs where a new position has been created and a re-evaluation of a position occurs where there has been substantial change in the duties and responsibilities of an existing position/s.

Substantial changes in the duties and responsibilities may result in (but not be limited to):

- duties being added or removed
- changes to the scope or impact of the job
- change to the management or supervisory responsibilities
or
- changes in the accountabilities of the position.

1 Process for the evaluation/re-evaluation of nursing and midwifery positions

The GLS (Schedule 2 to the Award) guides the evaluation and/or re-evaluation of nursing and midwifery positions. The process for evaluation/re-evaluation will be undertaken at the local level. Employee/s affected by the change will be consulted, and the union will be consulted at the Nursing and Midwifery Consultative Forum (NMCF).

The GLS contained in the Award since variation in October 2016, are a different way of describing what nurses and midwives at each grade may be required to do. Evaluations using the GLS contained in the Award should not vary substantially from evaluations in accordance with the former GLS.

The classification evaluation methodology (CEM) contained in this policy provides guidance for nurses, midwives, their managers and representatives to determine the correct classification of nursing and midwifery positions. It is to be used where, based on the features of the role, it is unclear and/or there is debate between the industrial parties as to the appropriate classification.

Generally, uncertainty about the correct classification will be between classifications which sit above or below each other in the structure. For example, there may be disagreement about whether a position is a Nurse Grade (NG) 4 or a NG6. It is unlikely there would be debate about the classification being either a NG5 or a NG7.

The following CEM steps have been established to describe the key differences between classifications where uncertainty is most likely.

Step 1

The first step in the evaluation of any new or substantially changed position is to have a clear understanding of the role requirements. This should then be committed to writing in a description of the broad duties, the qualification/s required, the level of autonomy, and the accountability and responsibility that attach to the role, bearing in mind the domains of practice in the GLS.

For many new positions created in Queensland Health there will be agreement regarding the proposed classification. For example, a Nurse Practitioner will always be a NG8, and Assistants in Nursing (AIN) positions will clearly be NG1 (band 1 or 2 based on whether or not they have a sterilising certificate that they are required to use in their work).

Step 2

Check the relevant Simple Comparative Table (SCT), which identifies the key differences between two classifications.

Using the SCTs in conjunction with the documented features of the role identified in step 1 should establish the level which best describes the features and requirements of the role. The position should have a majority, but not necessarily all, of the characteristics outlined in the tables.

Attachment Three identifies the differences between each of the following classifications:

- NG3 – NG4
- NG5 – NG6.1
- NG6.1 – NG6.2
- NG 6.2 – NG7
- NG10 – NG11
- NG11 – NG12
- NG12 – NG13.1 (Health Service Facility/Program/Service Nursing Director/Director of Nursing)
- NG13.1 – NG13.2 (Executive Director Nursing and Midwifery).

Proposed role descriptions for NG12 and NG13 positions must be submitted to the Office of the Chief Nursing and Midwifery Officer (OCNMO), Department of Health, and Employment Relations Unit, Human Resources Branch prior to advertising, for confirmation that the classifications are professionally and industrially consistent and align across Queensland Health.

In addition, NG13 role descriptions are to be tabled, for noting only, at the Nursing and Midwifery Implementation Group (NaMIG); however, the provision of the role description provided to NaMIG should not delay the recruitment processes from proceeding.

Step 3

If there is still uncertainty or disagreement regarding the correct classification of a position the parties should interrogate the GLS at Schedule 2 to the Award.

If agreement cannot be reached after following all of these steps the processes set out in section 2 of this Attachment must be followed.

1.1 Approving authority

The approving authority for the creation of new positions or revising existing positions lies with the Health Service Chief Executive or Department of Health equivalent.

The flowchart (Attachment Two) details the process for the creation and evaluation of a new position or re-evaluation of an existing position.

2 Non-agreement on position evaluation/re-evaluations

Where there is no agreement on the evaluation, either in the event of uncertainty or concerns raised by the employee and/or union, the matter is to be referred to the Executive Director Nursing and Midwifery (EDNM) or equivalent. Should the EDNM be unable to resolve the matter, they will form a review panel as soon as reasonably practical.

The panel will consist of two EDNMs from other Hospital and Health Services (HHS) or Department of Health equivalent from OCNMO where relevant, one Human Resources Branch (Employment Relations Unit) representative from the Department of Health, and two or three representatives from the Queensland Nurses and Midwives' Union of Employees (QNMU), with the ability to include other panel members, by agreement of the parties. The panel will review the role and if agreement is reached make a recommendation to the Health Service Chief Executive (or delegate) for final approval.

From the point of referral to the EDNM, this process should be completed within four weeks.

Where the delegate does not accept the recommendation for the grading of the re-evaluated position, the affected employee, OCNMO and the union shall be advised of the decision. The employee and/or their union may follow the grievance procedure at clause 7.2 of the Award if they wish to pursue the matter. The grievance will be taken to be at stage 3 if it is referred at this point.

If the employee does not wish to pursue this process they may commence the grievance procedure as per clause 7.2 of the Award at any time.

3 Re-evaluation of a position

Where a position has been re-evaluated, the employee may be exempted from open merit selection and appointed to the position without advertising, provided certain criteria are met.

Managers/supervisors are to ensure that the employee meets the criteria set out in the Recruitment and Selection HR Policy B1 and PSC Directive 15/13 Recruitment and Selection, and consult with the local Human Resource Unit.

4 Reporting requirements

The introduction of new nursing and midwifery position/s or revised position/s within a HHS/Department of Health is to be discussed for the purposes of consultation at the NMCF. The material provided will include but not be limited to: the proposed new role description/s, the context of the new or revised role/s within the service and the proposed classification/s of the position/s.

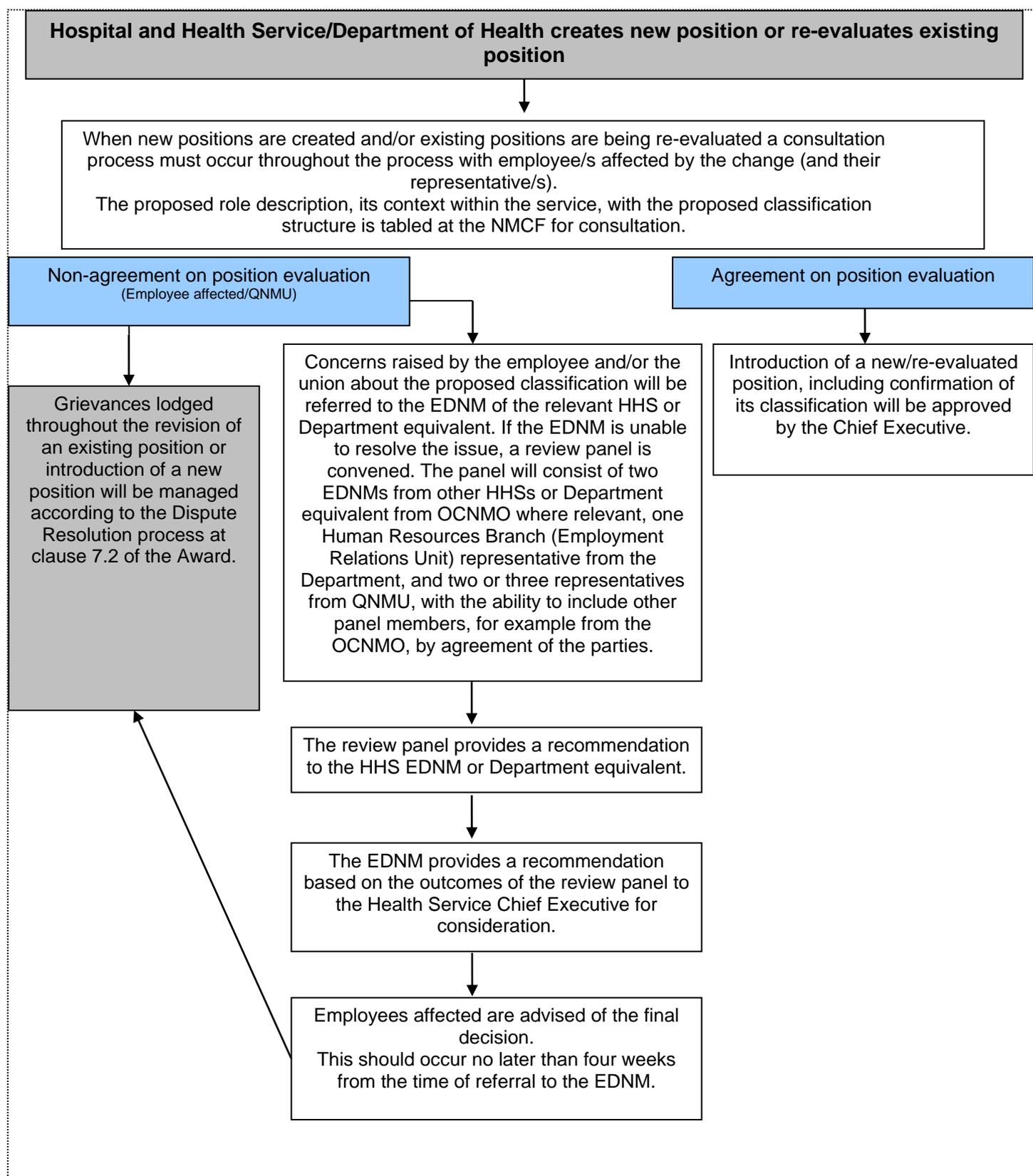
Reports are to be forwarded to NaMIG on a six monthly basis.

5 Sunset Provisions

Following an organisational change process, it may be necessary to apply the following sunset provisions. Where a position is evaluated at a lower level, the affected employee/s will not be disadvantaged and will retain the current classification salary level (including future enterprise bargaining wage increases).

Once such a position becomes vacant (that is, when the nurse or midwife leaves the position through promotion, taking up another position, resignation or retirement) the position will be advertised/filled at the new classification level (grade) identified by the HHS/Department of Health.

Attachment Two – Process for the creation of a new position or re-evaluation of an existing position



Attachment Three – Simple Comparative Tables

In accordance with Step 2 of CEM (refer Attachment One), the following Simple Comparative Tables (SCTs) identify the differences between each of the following classifications:

- NG3 – NG4
- NG5 – NG6.1
- NG6.1 – NG6.2
- NG 6.2 – NG7
- NG10 – NG11
- NG11 – NG12
- NG12 – NG13.1 (Health Service Facility/Program/Service Nursing Director/Director of Nursing)
- NG13.1 – NG13.2 (Executive Director Nursing and Midwifery).

Nurse Grade 3 and Nurse Grade 4

Nurse Grade 3	Nurse Grade 4
<u>Indicative titles</u> Enrolled Nurse	<u>Indicative titles</u> Enrolled Nurse Advanced Skill
<ul style="list-style-type: none"> • Practices under direct or indirect supervision of registered nurse (RN)/registered midwife (RM). 	<ul style="list-style-type: none"> • Practices predominantly with indirect supervision of RN/RM.
<ul style="list-style-type: none"> • Consolidates education, knowledge and skills moving from beginner to experienced. 	<ul style="list-style-type: none"> • Greater depth of knowledge and more effective integration of theory to practice.
<ul style="list-style-type: none"> • Collaborates and consults with health care recipients, RN/RM and other health care professionals to plan, implement and evaluate nursing care. 	<ul style="list-style-type: none"> • Greater experience and competence in the development, implementation and evaluation of care plans than a NG3.
<ul style="list-style-type: none"> • Base grade Enrolled Nurse position in accordance with the Nursing and Midwifery Board of Australia (NMBA) standards. 	<ul style="list-style-type: none"> • Engages in reflective and analytical practice and demonstrates professional and collaborative practice.
	<ul style="list-style-type: none"> • Effective communication with members of the healthcare team, healthcare recipients, families and other agencies in collaboration with RN/RM.
	<ul style="list-style-type: none"> • May assist in review and evaluation of nursing and midwifery standards at the local level.
	<ul style="list-style-type: none"> • May hold a portfolio in an area of advanced skill.
	<ul style="list-style-type: none"> • Educate and support less experienced staff in the provision of care where appropriate.
	<ul style="list-style-type: none"> • Active participation in team leadership and decision making.
	<ul style="list-style-type: none"> • Acts as a role model where appropriate.

Nurse Grade 5 and Clinical Nurse NG6.1

Nurse Grade 5	Nurse Grade 6.1
Indicative titles Registered Nurse/Registered Midwife	Indicative titles Clinical Nurse/Midwife
<ul style="list-style-type: none"> Increasing autonomy as the employee moves from beginner to experienced practitioner. 	<ul style="list-style-type: none"> Practices autonomously.
<ul style="list-style-type: none"> Base grade RN/RM position in accordance with NMBA standards. 	<ul style="list-style-type: none"> Responsible for a portfolio.
	<ul style="list-style-type: none"> May assume responsibility for professional leadership in the absence of a NG6.2 or NG7.
	<ul style="list-style-type: none"> Nursing interventions with less predictable outcomes.
	<ul style="list-style-type: none"> Responsible for a specific client population.
	<ul style="list-style-type: none"> Able to function in more complex situations.
	<ul style="list-style-type: none"> Able to work without a collegiate/team structure.
	<ul style="list-style-type: none"> May assist and support NG6.2 or NG7 in human resource management, shift coordination, performance, and/or change management.
	<ul style="list-style-type: none"> May conduct quality improvement audits and develop risk management strategies.
	<ul style="list-style-type: none"> Act as a clinical and educational resource within an area.
	<ul style="list-style-type: none"> Integrate advanced theoretical knowledge, evidence and experience to achieve care outcomes.
	<ul style="list-style-type: none"> Identify inconsistencies between policy and practice.
	<ul style="list-style-type: none"> Work collaboratively in leading implementation of policy, practice changes and clinical innovation.
	<ul style="list-style-type: none"> Responsible for coordination of portfolios and providing professional advice.
	<ul style="list-style-type: none"> Lead a team in conjunction with a Nurse/Midwife Grade 7 (and/or the Nurse/Midwife Grade 6.2 if there is one).

Nurse Grade 6.1 and Nurse Grade 6.2

Nurse Grade 6.1	Nurse Grade 6.2
<p>Indicative titles Clinical Nurse/Clinical Midwife</p>	<p>Indicative titles Associate Clinical Nurse/Midwife Consultant Associate Nurse/Midwife Unit Manager Associate Nurse/Midwife Educator Associate Nurse/Midwife Researcher</p>
	<ul style="list-style-type: none"> It is expected that an NG6.2 position would only exist in a service/ward where there is also an NG7.
<ul style="list-style-type: none"> Leadership in clinical decision making. 	<ul style="list-style-type: none"> Advanced operational leadership and clinical governance in collaboration with a NG7.
<ul style="list-style-type: none"> Responsible for a portfolio. 	<ul style="list-style-type: none"> Responsible for a specific portfolio within one of the following streams: <ul style="list-style-type: none"> Management Clinical care/leadership Education Research
<ul style="list-style-type: none"> May assume responsibility for professional leadership in the absence of a NG6.2 or NG7. 	<ul style="list-style-type: none"> Demonstrates specialised knowledge, experience and skill in one of the particular areas of expertise above.
<ul style="list-style-type: none"> Nursing interventions with less predictable outcomes. 	<ul style="list-style-type: none"> Apply advanced clinical knowledge and skills in coordination with the NG7.
<ul style="list-style-type: none"> Responsible for a specific client population. 	<ul style="list-style-type: none"> Monitor quality activities, report on emerging trends and initiate the development of quality benchmarks.
<ul style="list-style-type: none"> Able to function in more complex situations. 	<ul style="list-style-type: none"> Identify and conduct quality improvement activities in collaboration with the NG7.
<ul style="list-style-type: none"> Able to work within a collegiate/team structure. 	<ul style="list-style-type: none"> In collaboration with the NG7: <ul style="list-style-type: none"> Undertake clinical supervision Participate in human, resource and financial management Assist in the implementation of change strategy at a local level.
<ul style="list-style-type: none"> May assist and support NG6.2 or NG7 in human resource management; shift coordination; performance; and/or change management. 	<ul style="list-style-type: none"> Facilitate the support of undergraduate and post graduate students.
<ul style="list-style-type: none"> May conduct quality improvement audits and develop risk management strategies. 	<ul style="list-style-type: none"> Develop education resources in consultation with the NG7.
<ul style="list-style-type: none"> Act as a clinical and educational resource within an area. 	<ul style="list-style-type: none"> Provide clinical teaching.
<ul style="list-style-type: none"> Integrate advanced theoretical knowledge, evidence and experience to achieve care outcomes. 	<ul style="list-style-type: none"> Coordinate the undertaking of quality initiatives, clinical audits, clinical trials and research.
<ul style="list-style-type: none"> Identify inconsistencies between policy and practice. 	<ul style="list-style-type: none"> Identify inconsistencies between policy and practice and take steps to rectify.
<ul style="list-style-type: none"> Work collaboratively in leading implementation of policy, practice changes and clinical innovation. 	<ul style="list-style-type: none"> In collaboration with the NG7 – provide policy advice on professional and clinical practice, education and research.

<ul style="list-style-type: none">• Lead a team in conjunction with a NG7 (and/or the NG6.2 if there is one).	<ul style="list-style-type: none">• In collaboration with the NG7 – participate in innovation and change to develop responses to address emerging service trends.
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Nurse Grade 6.2 and Nurse Grade 7

Nurse Grade 6.2	Nurse Grade 7
<p>Indicative titles Associate Clinical Nurse/Midwife Consultant Associate Nurse/Midwife Unit Manager Associate Nurse/Midwife Educator Associate Nurse/Midwife Researcher</p>	<p>Indicative titles Clinical Nurse/Midwife Consultant Nurse/Midwife Unit Manager Nurse/Midwife Educator Nurse/Midwife Researcher Public Health Nurse Nurse Navigator Nurse Practitioner Candidate</p>
<ul style="list-style-type: none"> It is expected that a NG6.2 position would only exist in a service/ward where there is also an NG7. 	
<ul style="list-style-type: none"> Advanced operational leadership and clinical governance in collaboration with a NG7. 	<ul style="list-style-type: none"> Undertakes operational leadership and responsible for a cohort of staff reporting to this position.
	<ul style="list-style-type: none"> Accountable for outcomes and achievement of service performance targets.
<ul style="list-style-type: none"> Responsible for a specific portfolio within one of the following streams: <ul style="list-style-type: none"> Management Clinical care/leadership Education Research. 	<ul style="list-style-type: none"> Responsible for explicit professional portfolio content and context expertise in: <ul style="list-style-type: none"> the provision of direct care and/or support of systems and/or education and/or research and/or professional leadership.
<ul style="list-style-type: none"> Demonstrates specialised knowledge, experience and skill in one of the particular areas of expertise above. 	<ul style="list-style-type: none"> Demonstrates <u>advanced</u> specialist knowledge, experience and clinical skill in a particular area of expertise.
<ul style="list-style-type: none"> Apply advanced clinical knowledge and skills in coordination with the NG7. 	<ul style="list-style-type: none"> Applies professional and clinical expertise in collaboration with nursing, midwifery and multi-disciplinary stakeholders.
	<ul style="list-style-type: none"> Coordinates, develops, implements, translates and evaluates clinical practice standards, guidelines, procedures and protocols using an evidence based practice approach.
	<ul style="list-style-type: none"> Provide leadership and act as a clinical resource, advisor, mentor, role model and technical expert to members of a multi-disciplinary team.
<ul style="list-style-type: none"> Monitor quality activities, report on emerging trends and initiate the development of quality benchmarks. 	<ul style="list-style-type: none"> Demonstrates critical thinking, reasoning, advanced problem-solving skills and expert clinical judgement.
<ul style="list-style-type: none"> Identify and conduct quality improvement activities in collaboration with the NG7. 	<ul style="list-style-type: none"> Responsible for the implementation of a quality and risk management framework.
<ul style="list-style-type: none"> In collaboration with the NG7: <ul style="list-style-type: none"> undertake clinical supervision participate in human, resource and financial management assist in the implementation of change strategy at a local level. 	<ul style="list-style-type: none"> Leads the application and evaluation of contemporary human, material and financial resourced management for the multi-disciplinary environment.

<ul style="list-style-type: none"> Facilitate the support of undergraduate and post graduate students. 	<ul style="list-style-type: none"> Responsible for compliance with professional standards.
<ul style="list-style-type: none"> Develop education resources in consultation with the NG7. 	<ul style="list-style-type: none"> Exhibit educational leadership and expertise in determining learning needs and mechanisms to foster a culture of learning in the workplace.
<ul style="list-style-type: none"> Provide clinical teaching. 	<ul style="list-style-type: none"> Lead and coordinate education activities.
<ul style="list-style-type: none"> Coordinate the undertaking of quality initiatives, clinical audits, clinical trials and research. 	<ul style="list-style-type: none"> Engage in quality initiatives and research projects to inform practice changes.
<ul style="list-style-type: none"> Identify inconsistencies between policy and practice and take steps to rectify. 	<ul style="list-style-type: none"> Action policy and evidence based research for application into practice.
<ul style="list-style-type: none"> In collaboration with the NG7, participate in innovation and change to develop responses to address emerging service trends. 	<ul style="list-style-type: none"> Lead change management processes.

Nurse Grade 10 and Nurse Grade 11

Nurse Grade 10	Nurse Grade 11
<p>Indicative Title Assistant Director of Nursing and/or Midwifery</p>	<p>Indicative Titles Director of Nursing and/or Midwifery (program or portfolio) Nursing Director/Midwifery Director</p>
<ul style="list-style-type: none"> • This classification may include but not be limited to: <ul style="list-style-type: none"> – Responsible for a cohort of staff directly reporting in a complex health service environment within a large facility/service/area; or a geographically diverse environment with complex population demographics. – Development, coordination and operational management of a designated service improvement and/or portfolio. 	<ul style="list-style-type: none"> • Responsibility for a designated portfolio and context expertise and/or service line accountability.
<ul style="list-style-type: none"> • Partners with nursing/midwifery executive members to operationalise clinical and corporate governance. 	<ul style="list-style-type: none"> • Shapes clinical and corporate governance.
<ul style="list-style-type: none"> • May be responsible for the provision of human and material resources for a clinical service and/or an assigned number of clinical units/services within a hospital and health service or facility. 	<ul style="list-style-type: none"> • May have multi-site/multi-disciplinary responsibilities and accountabilities.
<ul style="list-style-type: none"> • Responsible for nursing/midwifery activities in a facility/service/specified portfolio and contribute to strategic and operational policy developments. 	<ul style="list-style-type: none"> • Accountable for coordination of services and standards, and application of corporate and clinical governance for the facility/service/specified portfolio.
<ul style="list-style-type: none"> • Responsible for application and operational management of the business planning framework. 	<ul style="list-style-type: none"> • Liaises with clinical networks and other internal and external stakeholders in relation to nursing/midwifery standards and practice to achieve targets and/or healthcare outcomes.
<ul style="list-style-type: none"> • Accountable for the outcomes, management practices and achievement of performance targets. 	<ul style="list-style-type: none"> • May contribute clinical or portfolio expertise to functional planning for capital works and asset equipment management.
<ul style="list-style-type: none"> • Integrates and evaluates models of care in the achievement of a cost-effective service. 	<ul style="list-style-type: none"> • Initiate innovation and review responses to implementation of change on practice and service needs.
<ul style="list-style-type: none"> • Collaborates with internal and external stakeholders to realise targets/outcomes. 	<ul style="list-style-type: none"> • Develop, implement and evaluate significant projects/research.
<ul style="list-style-type: none"> • Contribute to budget integrity and fiscal management according to financial and human resource delegations. 	<ul style="list-style-type: none"> • Support executive level decision-making through expertise in contemporary nursing/midwifery research.
<ul style="list-style-type: none"> • Implement education and workforce development framework. 	<ul style="list-style-type: none"> • Engage in robust nursing/midwifery governance and leadership to inform professional direction.
<ul style="list-style-type: none"> • Multi-site/multi-disciplinary hospital and health service responsibilities for research. 	
<ul style="list-style-type: none"> • Lead cross-disciplinary teams/portfolios. 	

Nurse Grade 11 and Nurse Grade 12

Nurse Grade 11	Nurse Grade 12
<p>Indicative Titles Director of Nursing/Midwifery (program or portfolio) Nursing Director/Midwifery Director</p>	<p>Indicative Titles Director of Nursing and/or Midwifery Nursing Director/ Midwifery Director</p>
<ul style="list-style-type: none"> Responsibility for a designated portfolio and context expertise and/or service line accountability. 	<ul style="list-style-type: none"> May have delegated responsibilities to support the EDNM role.
<ul style="list-style-type: none"> Shapes clinical and corporate governance. 	<ul style="list-style-type: none"> May work collaboratively with the HHS and/or facility executive in the planning of health services and associated budgetary accountabilities.
<ul style="list-style-type: none"> May have multi-site/multi-disciplinary responsibilities and accountabilities. 	<ul style="list-style-type: none"> Provides advanced corporate support to optimise nursing/midwifery practice and services.
<ul style="list-style-type: none"> Accountable for coordination of services, standards and application of corporate and clinical governance for the facility/service/specified portfolio. 	<ul style="list-style-type: none"> Accountable for clinical and corporate governance for a division/service line/program or portfolio across a HHS.
<ul style="list-style-type: none"> Liaises with clinical networks and other internal and external stakeholders in relation to nursing/midwifery standards and practice to achieve targets and/or healthcare outcomes. 	<ul style="list-style-type: none"> Autonomous decision-making in tactical and operational matters for a division/service line/program or portfolio across a HHS.
<ul style="list-style-type: none"> May contribute clinical or portfolio expertise to functional planning for capital works and asset equipment management. 	<ul style="list-style-type: none"> Practice in co-operative partnership with the NG13, multi-disciplinary executive members and other leadership groups in aspects of clinical and corporate governance.
<ul style="list-style-type: none"> Initiate innovation and review responses to implementation of change on practice and service needs. 	<ul style="list-style-type: none"> Responsible for overarching planning, coordination, formulation and direction of policies, procedures, protocols and standards relating to the provision of clinical care for a division/service line/program or portfolio across a HHS.
<ul style="list-style-type: none"> Develop, implement and evaluate significant projects/research. 	<ul style="list-style-type: none"> Collaborate with multi-disciplinary HHS executive members to develop, implement and evaluate quality governance and risk management frameworks for a division/service line/program or portfolio across a HHS.
<ul style="list-style-type: none"> Support executive level decision-making through expertise in contemporary nursing/midwifery research. 	<ul style="list-style-type: none"> Accountable for compliance with legal requirements governing healthcare and professional standards for a division/service line/program or portfolio across a HHS.
<ul style="list-style-type: none"> Engage in robust nursing/midwifery governance and leadership to inform professional direction. 	<ul style="list-style-type: none"> Accountable for budget integrity and fiscal management according to financial and human resource delegations for a division/service line/ program or portfolio across a HHS.

	<ul style="list-style-type: none">• Apply strategic direction priorities for quality improvement.
	<ul style="list-style-type: none">• Initiate and/or oversee innovations, systemic change processes and coordination of responses to nursing and midwifery practice, and health service needs for a division/service line/program or portfolio across a HHS.
	<ul style="list-style-type: none">• Demonstrate extensive and effective change management expertise.• Lead and sustain strategic change in a dynamic multi-disciplinary healthcare environment and evaluate effectiveness of same for a division/service line/program or portfolio across a HHS.

Nurse Grade 12 and Nurse Grade 13.1

Nurse Grade 12	Nurse Grade 13.1
<p>Indicative Titles Director of Nursing and/or Midwifery Nursing Director/Midwifery Director</p>	<p>Indicative Titles Health Service Director of Nursing and/or Midwifery</p>
<ul style="list-style-type: none"> May have delegated responsibilities to support the EDNM role. 	<ul style="list-style-type: none"> Provides expert advice to HHS key stakeholders, including the NG13.2, the Chief Executive and Board on all matters in relation to nursing and midwifery.
<ul style="list-style-type: none"> May work collaboratively with the HHS and/or facility executive in the planning of health services and associated budgetary accountabilities. 	
<ul style="list-style-type: none"> Provides advanced corporate support to optimise nursing and midwifery practice and services. 	
<ul style="list-style-type: none"> Accountable for clinical and corporate governance for a division/service line/program or portfolio across a HHS. 	
<ul style="list-style-type: none"> Autonomous decision making in tactical and operational matters for a division/service line/program or portfolio across a HHS. 	<ul style="list-style-type: none"> Autonomous decision making based on nursing/midwifery and broader health policy and regulatory frameworks from a strategic perspective.
<ul style="list-style-type: none"> Practice in co-operative partnership with the NG13, multi-disciplinary executive members and other leadership groups in aspects of clinical and corporate governance. 	<ul style="list-style-type: none"> May have multi-site/multi-disciplinary/ tertiary/facility or HHS designated portfolio responsibility.
<ul style="list-style-type: none"> Responsible for overarching planning, coordination, formulation and direction of policies, procedures, protocols and standards relating to the provision of clinical care for a division/service line/program or portfolio across a HHS. 	<ul style="list-style-type: none"> Responsible for overarching planning, coordination, formulation and direction of policies, procedures, protocols and standards relating to the provision of clinical care for a tertiary hospital or across the HHS.
<ul style="list-style-type: none"> Collaborate with multi-disciplinary HHS executive members to develop, implement and evaluate quality governance and risk management frameworks for a division/service line/program or portfolio across a HHS. 	<ul style="list-style-type: none"> Collaborate with multi-disciplinary HHS executive members to develop, implement and evaluate quality governance and risk management frameworks for a tertiary/quaternary hospital, facility/service and/or program across the HHS.
<ul style="list-style-type: none"> Accountable for compliance with legal requirements governing healthcare and professional standards for a division/service line/program or portfolio across a HHS. 	<ul style="list-style-type: none"> Accountable for compliance with legal requirements governing healthcare and professional standards for a tertiary/quaternary hospital, facility/service and/or program across the HHS.
<ul style="list-style-type: none"> Accountable for budget integrity and fiscal management according to financial and human resource delegations for a division/service line/ program or portfolio across a HHS. 	<ul style="list-style-type: none"> Accountable for budget integrity and fiscal management according to financial and human resource delegations for a tertiary/quaternary hospital facility/service and/or program across the HHS.

<ul style="list-style-type: none"> • May have single point of accountability for the nursing/midwifery workforce of a facility and/or service program. 	<ul style="list-style-type: none"> • May have single point of accountability for the nursing/midwifery workforce of a tertiary/quaternary hospital facility/service/ and/or program across the HHS.
<ul style="list-style-type: none"> • Apply strategic direction priorities for quality improvement. 	
<ul style="list-style-type: none"> • Initiate and/or oversee innovations, systemic change processes and coordination of responses to nursing/midwifery practice and health service needs for a division/service line/program or portfolio across a HHS. 	<ul style="list-style-type: none"> • Initiate and/or oversee innovations, systemic change processes and coordination of responses to nursing/midwifery practice and health service needs for a tertiary hospital, facility/service and/or program across the HHS.
<ul style="list-style-type: none"> • Demonstrate extensive and effective change management expertise. • Lead and sustain strategic change in a dynamic multi-disciplinary healthcare environment and evaluate effectiveness of same for a division/service line/ program or portfolio across a HHS. 	<ul style="list-style-type: none"> • Accountable for strategic development of the nursing/midwifery workforce to optimise outcomes for a tertiary hospital, service/facility.
	<ul style="list-style-type: none"> • Demonstrate comprehensive knowledge, skills and expertise from an international, national and state perspective.
	<ul style="list-style-type: none"> • May be responsible for other clinical services and initiatives within a multi-disciplinary framework.
	<ul style="list-style-type: none"> • Initiate and lead consultation with internal and external stakeholders to foster a culture of learning and professional development.
	<ul style="list-style-type: none"> • Advocate for and lead strategic approach to the development of research projects for a tertiary hospital, service or program.
	<ul style="list-style-type: none"> • Advocate for robust nursing/midwifery governance and leadership to inform professional direction at state and national levels.

Nurse Grade 13.1 and Nurse Grade 13.2

Executive Directors Nursing and Midwifery (EDNM) are classified as NG13.1 or NG13.2.

The criteria below describe all EDNMs with the key difference being:

- A NG13.1 has the responsibilities described below across a HHS where there are **no tertiary or quaternary services or hospitals**
- A NG13.2 has the same responsibilities across a HHS where **there is a tertiary or quaternary service or hospital.**

An employee who is a RN/RM who:

- is an equal and collaborative partner on the HHS Executive in the planning and delivery of health services with the associated budgetary accountabilities
- provides the highest level of advice to the Chief Executive and Board on all matters in relation to nursing and midwifery and is accountable for the governance of the nursing/midwifery professional practice framework and
- is responsible for ensuring a professional reporting/supervision framework is in place for all nursing and midwifery employees across the HHS.

Responsible for the governance of nursing/midwifery across the HHS.

Engage as an Executive team member in aspects of clinical and corporate governance.

Exercise professional and clinical expertise in partnership with multi-disciplinary members of the HHS executive.

Direct comprehensive care

Accountability/responsibility

- Must have multi-site/multi-disciplinary HHS responsibilities.
- Responsible for the strategic implementation and compliance with the business planning framework.
- Accountable for corporate and clinical governance and practice standards of nurses/midwives.
- Responsible for strategic direction in developing and implementing contemporary human resource management policies and practices to optimise performance.
- Lead integration and translation of nursing/midwifery performance indicators.
- Accountable for strategic leadership, management, planning and service delivery of safe, quality care and coordination of nursing/midwifery services.
- Work collaboratively with HHS executive, finance and Directors of Nursing in the planning of health services and associated budgetary accountabilities to achieve budget integrity and strategic outcomes.

Skills and knowledge:

- Demonstrate expert contemporary knowledge of all aspects of the profession from an international, national and state perspective.
- Lead, collaborate and consult with key stakeholders in planning health services and associated budgetary accountabilities.

Role in clinical care:

- Accountable for the clinical and professional standards for nursing/midwifery services across the HHS. May be responsible for other clinical services and initiatives within a multi-disciplinary framework.
- Partner with internal and external stakeholders to optimise the reputation of and regard for nursing/midwifery in the achievement of best practice outcomes.

Information systems, policies, protocols, guidelines and standards

- Responsible for the strategic governance of planning, coordination, formulation and direction of policies, procedures, protocols and standards relating to the provision of safe and effective nursing/midwifery practice. Sponsor and appraise the strategic planning, development and evaluation in the use of information systems relevant to nursing/midwifery.
- Sponsor the development, implementation and evaluation of a nursing/midwifery professional practice framework.

Quality/safety/risk management

- Identify sponsors and govern opportunities for strategic innovation.
- Collaborate with multi-disciplinary HHS executive members to develop, implement and evaluate quality governance and risk management frameworks.
- Responsible for compliance with legislative, regulatory, professional requirements and relevant to nursing/midwifery.
- Influence and sponsor national and state strategies in relation to safe, quality health care.

Mentorship/reporting lines

- Provide professional leadership to nursing/midwifery executive members and others.
- Sponsor succession management and mentorship to build workforce capability and a culture of lifelong learning.

Management

- Accountable for budget integrity and fiscal management according financial and human resource delegations, as part of the executive team.
- Enact the HHS strategic direction for nursing/midwifery to achieve service targets.
- Responsible for the nursing/midwifery strategic plan including and not limited to inform and support an organisational culture of continuous improvement and innovation.
- Single point of accountability for the nursing/midwifery workforce.
- Provide executive professional nursing/midwifery governance across the healthcare system.
- Sponsor professionalism, and a positive practice environment and culture.
- Provide strategic input into capital works and major asset/equipment management.
- Analyse emerging trends within the broader service and business industry and evaluate the impact on nursing/midwifery and/or health services.
- Determine strategic priorities, work standards and allocation of resources to support nursing/midwifery professional standards.

Change management

- Governance of innovations, systemic change processes, and coordination of responses to nursing/midwifery practice and health service needs.
- Lead and sustain strategic change in a dynamic multidisciplinary healthcare environment and evaluate effectiveness to achieve outcomes that promote the professional standards and practice of nurses and midwives.

Education

- Sponsor HHS wide vision and strategy for a work-based culture that promotes and supports engagement in education, learning, research and workforce.
- Sponsor education, scholarly activities and translation of evidence into practice consistent with the health service strategic direction.
- Collaborate with internal and external stakeholders to lead a culture of learning and professional development to build a capable and educated nursing/midwifery workforce.

Research

- Sponsor HHS wide vision and strategy for a work-based culture that promotes and supports engagement in research.
- Inform HHS executive decision making through application of professional knowledge and experience, data, contemporary literature and research.

Professional leadership

- Sponsor the strategic direction of nursing/midwifery through collaboration to shape the professional image in the healthcare system.
- Sponsor robust nursing/midwifery governance and leadership to inform professional direction at state and national levels.