

Industrial Relations Act 1984
s 55 Industrial Agreement

NURSES AND MIDWIVES
(TASMANIAN STATE SERVICE)
AGREEMENT
2016 (No. 2)

Between the

Minister administering the *State Service Act 2000*

and the

Australian Nursing and Midwifery Federation (Tasmanian Branch)

Health Services Union, Tasmania Branch



1. TITLE

This Agreement shall be known as the Nurses and Midwives (Tasmanian State Service) Agreement 2016 (No. 2).

2. ARRANGEMENT

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3. PARTIES BOUND

This Agreement is between the Minister administering the *State Service Act 2000*, the Australian Nursing and Midwifery Federation (Tasmanian Branch), and the Health Services Union, Tasmania Branch.

4. APPLICATION

This Agreement is made in respect of employees covered by the *Nurses and Midwives (Tasmanian State Service) Award*.

5. RELATIONSHIP TO AWARDS AND AGREEMENTS

Where an inconsistency occurs between this Agreement and the *Nurses and Midwives (Tasmanian State Service) Award* and/or an Agreement registered pursuant to the *Industrial Relations Act 1984 (Tas)*, covering these employees, this Agreement shall prevail to the extent of the inconsistency.

6. DATE AND PERIOD OF OPERATION

- (i) This agreement cancels and replaces the *Nurses and Midwives (Tasmanian State Service) Agreement 2016* which was registered on 28 February 2017.
- (ii) This Agreement applies from the date of registration and will remain in force until 30 June 2018.
- (iii) The parties agree to commence negotiations for a replacement Agreement on or before 31 March 2018.

7. SALARY INCREASES

Salaries will increase as follows:

- (i) 2 per cent per annum with effect from the first full pay period commencing on or after (ffppcooa) 1 December 2016.
- (ii) 2 per cent per annum with effect from the first full pay period commencing on or after (ffppcooa) 1 December 2017.

Schedule 1 of this agreement sets out the annual rates of pay effective ffppcooa 1 December 2016 and ffppcooa 1 December 2017 for employees covered by the *Nurses and Midwives (Tasmanian State Service) Award*.

8. IN CHARGE ALLOWANCE

- (a) Registered Nurse Grade 3

A Registered Nurse Grade 3 who is directed or required to take charge of a clinical or management unit for more than half a shift is to be paid an allowance of \$23.20 for each shift worked.

- (b) Registered Nurse Grade 4

- (i) A Registered Nurse Grade 4 who is required to be in charge of another Registered Nurse Grade 4 in a clinical or management unit for more than half a shift is to be paid an allowance of \$15.47 for each shift worked.



- (ii) A Registered Nurse Grade 4 who is the only Registered Nurse Grade 4 rostered on a shift and who is directed and required to be in charge of a clinical or management unit for more than half a shift is to be paid an allowance of \$23.20 for each shift worked.

9. NOVATED LEASE

- (i) Employees may elect to salary sacrifice a proportion of their salary for the novated lease of a motor vehicle subject to compliance with any Tasmanian or Commonwealth government directive and legislation.
- (ii) All salary sacrifice arrangements are to be administered by an organisation nominated by the employer following consultation with unions.
- (iii) All fringe benefits tax, other tax liabilities, and/or direct administrative costs incurred by a salary sacrifice arrangement under this clause is the employee's responsibility and does not create any employer liability.
- (iv) The salary payable to an employee who enters into a salary sacrifice arrangement is the salary payable under that arrangement.
- (v) Payment of an accrued leave entitlement, or in lieu of notice, made to an employee who ceases employment and employer and employee superannuation contributions and overtime and penalty payments are based on the salary that would have been payable had the salary sacrifice agreement not existed.
- (vi) An employee who withdraws from a salary sacrifice arrangement is required to comply with the requirements of the administrator of that arrangement.

10. LACTATION BREAKS AND FACILITIES

In order that employees can better combine the demands of work and parental responsibilities, an employee is to have reasonable time and access to suitable facilities in the workplace for the purpose of expressing milk, breastfeeding, or any other activity necessary for breastfeeding and expressing in the workplace.

11. PROFESSIONAL DEVELOPMENT ALLOWANCE

A Professional Development Allowance is to be paid on fppcoa 1 May each year to employees in recognition of the necessity to maintain their nationally accredited registration through continuing professional development. The Professional Development Allowance is:

- (i) \$650 pa for employees working greater than 30.4 ordinary hours per fortnight averaged over a year; or
- (ii) \$325 pa for employees working up to 30.4 ordinary hours per fortnight averaged over a year.
- (iii) For casual employees the average ordinary hours worked over the previous 12 months will be used to calculate the allowance to be received in accordance with (i) and (ii) of this clause.



12. CASHING OUT OF EXCESS RECREATION LEAVE

An employee and employer may agree for the employee to cash out a particular amount of their accrued recreation leave subject to:

- (i) The amount of recreation leave to be cashed out cannot result in the employee's remaining accrued entitlement being less than 152 hours (pro rata); and
- (ii) Cashing out of a particular amount of excess recreation leave must be by separate agreement in writing between the employer and the employee; and
- (iii) The employee is to be paid the amount of salary that would have been payable had the employee taken the leave that is now forgone. This includes projected penalties or leave loading, which ever applies;
- (iv) The employee will have a leave plan in place prior to cashing out any recreation leave.

13. ACCESS TO GRADE 4

From the first full pay period to commence on or after registration of this Agreement, employees who are Registered Nurse Grade 3 Year 4 or beyond may apply for advancement to Registered Nurse Grade 4, subject to the Formal Capability Assessment process.

14. ON CALL ARRANGEMENTS

This clause is to be read in conjunction with the Award clause dealing with on-call (Part V, Clause 6 - Call Arrangements).

1. Overtime worked whilst On Call

- a. Nurses/midwives who are rostered on call but required to remain at work in excess of one hour overtime after the completion of their ordinary shift, will be entitled to a call back payment. That is, the nurse will be entitled to:
 - i. Overtime payment of one hour; and after that hour;
 - ii. A call back payment of four hours; and if the call back period exceeds four hours;
 - iii. Overtime payment until completion of duty.
- b. Breaks under the Award apply from the finish of actual call back, except where call back is continuous with the commencement of the next shift as per Award entitlements.

2. Excess On-Call Leave

- a. Full time and Part time employees (excluding those covered by the Caseload Midwifery Industrial Agreement) who are on call by way of roster or direction, and who exceed 250 hours on call in a financial year, are entitled to accrue additional paid time off as Excess On-Call Leave. This leave will be credited as:
 - i. Once 250 on-call hours have been rostered the employee will accrue 7.6 hours of paid on-call leave; then
 - ii. Each one (1) hour thereafter of on-call will accrue 0.0304 hours of paid On-Call Leave. Accrual is per hour, not by reference to a full day.



- b. Excess On-Call Leave will be credited after each financial year and must be taken within 12 months of being credited. Any Excess On-Call Leave not taken within 12 months of being credited will be paid out.
- c. Excess On-Call Leave is capped at 38 hours accrued per financial year.
- d. Excess On-Call Leave, whether taken or paid out, will be paid at the base salary rate exclusive of leave loading, shift penalties or allowances.
- e. Provided that a person whose employment ends prior to the end of the financial year will be entitled to have an accrual calculation completed and any accrued hours paid out per subclause (a).

3. Good Rostering Practices

- a. The parties recognise the need to increase the pool of on call nurses and midwives in speciality areas and will work together to consider ways to achieve this. Work will also continue on good rostering practices including when it is appropriate to be on call following a normal rostered shift.

15. ADJUSTMENT OF WORK RELATED ALLOWANCES

Unless specified separately in this Agreement, all the monetary allowances in this Agreement will be automatically adjusted upward effective 1 July each year by the same percentage as the salary rate for Grade 3 Year 8 classification increases between 1 July in the preceding year and 30 June of that year.

16. MODERNISATION OF AWARD AND AGREEMENT

The parties commit to reviewing the Award and Agreements to ensure they are current. The outcome will be one Award and one principal Agreement.

This review will take place within 6 months of registration of this agreement.

17. ACCESS TO RECREATION LEAVE FOR PART-TIME EMPLOYEES

Part time employees may elect to apply for leave, up to the equivalent of full time hours, within the leave application period. For example an employee working 45.6 hours per fortnight will be able to make an application for leave at 76 hours per fortnight instead of 45.6 hours per fortnight.

18. STUDY ASSISTANCE

It is noted that a policy governs access to study leave for employees who wish to pursue qualifications that are relevant to the workplace (including an upgrade from Enrolled Nurse to Registered Nurse). Employees can make application for study assistance in accordance with the policy.

Applications will not be unreasonably refused.

An employee who is aggrieved by a decision to not award study assistance (in accordance with the policy) is entitled to see a review of action under the *State Service Act 2000*.



19. ASSOCIATE NURSE UNIT MANAGERS (ANUMs)

An Associate Nurse Unit Manager (ANUM) will be introduced on all wards/units for all shifts. The ANUM will replace the in charge nurse (or clinical coordinator) and the introduction of the ANUM will be "FTE neutral".

The ANUM is a key position and will be classified as Grade 5.

The parties will work collaboratively to develop the full classification descriptor within 1 month and register in Award/Agreement.

Move immediately after above (after 1 month) to commence to recruit and appoint ANUMs.

20. NHpPD AND RATIOS

It is recognised that while the NHpPD model provides flexibility to respond to changing patient acuity, it can be hard to understand and monitor on a daily basis.

There is a commitment to review the ratio model with NHpPD collaboratively with the unions through a Working Group to capture the advantages of the current NHpPD model with the ease and simplicity of a daily ratio model. This review will commence no later than one month after registration of the Agreement and be completed prior to 30 October 2017.

This is of significant importance to all parties given the need to match clinical services with safe staffing. Any agreement by the Working Group will require the agreement of the CEO. Agreed recommendations from the review will be made to the Governing Council through the CEO before 1 November 2017 and the agreed model will be implemented over the life of the Agreement.

In the meantime NHpPD will continue within the present Agreement. NHpPD business rules may need to be reviewed, dependant on the outcome of the agreed model.

21. CLASSIFICATION STRUCTURES

During the first 6 months of the Agreement, the parties commit to review the role and career structure for Nurse Educators, Research Nurses and Advanced Enrolled Nurses, to meet the future needs of the Health System.

During the first 12 months of the Agreement, the parties commit to review the role and career structure for Primary Care Nurses to meet the future needs of the Health System.

The classification descriptors of Grades 7-9 will be reviewed by the parties to ensure they align with proposed changes to the clinical delivery model of the Tasmanian Health Service.

Classification Descriptors will be amended as necessary to support these reviews within the timeframes indicated and registered in Award/Agreement.

22. ENROLLED NURSES CAREER PROGRESSION AND UPGRADING

As of 1 December 2016 an Enrolled Nurse promoted/appointed to a Registered Nurse position will commence at the pay scale of a Registered Nurse Grade 3 Year 3.





23. COMMUNITY MENTAL HEALTH MULTIDISCIPLINARY ALLOWANCE (MDA)

The parties will review positions eligible to receive the MDA to ensure that they comply with 22.4 of the Nurses and Midwives Agreement 2014.

24. EDUCATION ASSISTANCE EXPENSES

Employees appointed to work and live on the Bass Strait Islands who have a dependent child/children attending school shall be reimbursed for actual costs associated with the transferring of that child/children from one school to another, up to the limit of \$702 per child.

- 1) Education assistance expenses are restricted to the following:
 - a) Uniform purchase;
 - b) School levies;
 - c) Replacement prescribed text books;
 - d) Other expenses as approved by the employer.

25. BUILDING CLINICAL SKILLS FOR REMOTE EMPLOYEES

In this clause, remote area is defined as Cape Barren Island, Flinders Island, King Island, Queenstown, Rosebery, Strahan and Zeehan.

- 1) Nurses/Midwives working in Remote Areas
 - a) As part of an employee's Performance Development Agreement (PDA), an employee working in a hospital/multipurpose health centre located in a remote area, may request to be transferred for a period of time (agreed to by the Employer) to a metropolitan hospital to ensure currency of skills in a tertiary hospital. Relevant travel allowances will apply.
- 2) Exchange Program
 - a) The Employer will undertake a review of professional development schemes in other states with a view to developing an exchange program which aims to provide employees with opportunities for career diversity including exposure to broader skills and knowledge in different clinical areas, locations and environments. Such a program will be two-fold in its opportunity for eligible employees:
 - (i) The program will attract employees to work in remote areas and support them to experience different clinical areas.
 - (ii) The program will allow nurses substantively working in remote locations to work in a tertiary hospital. This will allow for skills development and diversity of experience in a more acute setting.

26. DISPUTE SETTLING PROCEDURE

In circumstances where discussions and negotiations between the parties fail to resolve a matter arising out of this Agreement a party may choose to refer that matter to the Tasmanian Industrial Commission for conciliation and/or arbitration.

27. NO EXTRA CLAIMS

With the exception below the parties to this Agreement undertake that, for the life of this Agreement, they will not initiate any additional claims regarding salary or conditions of employment.

The parties agree to renegotiate the Midwifery Group Practice (MGP) Agreement (but no agreement to percentage per annum increase) and subject to agreement being reached, to complete this process by 31 March 2017. The MGP Agreement will then be lodged with the Commission for registration.

SIGNATORIES

SIGNED FOR AND ON BEHALF OF
The Minister administering the *State Service Act 2000*

Signed: *P. Ogle*

Name: *P. Ogle DSSMO*

Date: *30.5.18*

SIGNED FOR AND ON BEHALF OF
Australian Nursing and Midwifery Federation (Tasmanian Branch)

Signed: *Emily Shepherd*

Name: *Emily Shepherd ANMF (Tas) Secretary*

Date: *17 May 2018*

SIGNED FOR AND ON BEHALF OF
Health Services Union, Tasmania Branch

Signed: *Tim Jacobson*

Name: *Tim JACOBSON*

Date: *15/5/18*



Schedule I – Salaries



Grading	Current	2% increase FFPPOOA 1 Dec 2016	2% increase FFPPOOA 1 Dec 2017
Grade 1 Year 1	48 997	49 977	50 977
Grade 1 Year 2	50 610	51 622	52 654
Grade 1 Year 3	52 223	53 267	54 332
Grade 1 Year 4	53 838	54 915	56 013
Grade 2 Year G	53 817	54 893	55 991
Grade 2 Year 1	55 451	56 560	57 691
Grade 2 Year 2	57 010	58 150	59 313
Grade 2 Year 3	58 648	59 821	61 017
Grade 2 Year 4	59 600	60 792	62 008
Grade 2S Year 1			64 742
Grade 2S Year 2			65 654
Grade 2S Year 3			66 566
Grade 2S Year 4			67 477
Grade 3 Year 1	59 600	60 792	62 008
Grade 3 Year 2	62 228	63 473	64 742
Grade 3 Year 3	64 857	66 154	67 477
Grade 3 Year 4	67 483	68 833	70 210
Grade 3 Year 5	70 114	71 516	72 946
Grade 3 Year 6	72 739	74 194	75 678
Grade 3 Year 7	75 374	76 881	78 419
Grade 3 Year 8	76 249	77 774	79 329
Grade 4 Year 1	77 124	78 666	80 239
Grade 4 Year 2	78 876	80 454	82 063
Grade 4 Year 3	80 629	82 242	83 887
Grade 4 Year 4	81 563	83 194	84 858
Grade 5 Year 1	82 839	84 496	86 186
Grade 5 Year 2	84 134	85 817	87 533
Grade 5 Year 3	85 884	87 602	89 354
Grade 5 Year 4	86 689	88 423	90 191
Grade 6 Year 1	89 493	91 283	93 109
Grade 6 Year 2	91 545	93 376	95 244
Grade 6 Year 3	93 601	95 473	97 382
Grade 6 Year 4	94 204	96 088	98 010
Grade 7a Year 0	95 530	97 441	99 390
Grade 7a Year 1	97 722	99 676	101 670
Grade 7a Year 2	99 912	101 910	103 948
Grade 7b Year 1	101 830	103 867	105 944
Grade 7b Year 2	103 748	105 823	107 939
Grade 7b Year 3	105 666	107 779	109 935
Grade 8 Level 1	105 666	107 779	109 935
Grade 8 Level 2	108 478	110 648	112 861
Grade 8 Level 3	113 032	115 293	117 599
Grade 8 Level 4	117 581	119 933	122 332

Grading	Current	2% increase FFPPOOA 1 Dec 2016	2% increase FFPPOOA 1 Dec 2017
Grade 8 Level 5	124 434	126 923	129 461
Grade 9 Level 1	139 762	142 557	145 408
Grade 9 Level 2	147 427	150 376	153 384
Grade 9 Level 3	155 095	158 197	161 361



Schedule 2 – Classification Descriptors

The classification descriptors in this Schedule should be read in conjunction with the Classification Standards in Appendix B Schedule 7 of the *Nurses and Midwives (Tasmanian State Service) Interim Agreement 2013*.



GRADE I ASSISTANT-IN-NURSING

To be read in conjunction with Schedule 4, clause 5.2.10 of the *Nurse and Midwives Heads of Agreement 2010*. For the purpose of the trial with agreed conditions of employment; inclusion conditional on evaluation of the trial¹.

Focus and Context

- Work is undertaken under the supervision and delegation of a Registered Nurse.
- Work may be overseen by an Enrolled Nurse within a health care team.
- Capable of working alone as delegated, but with available access to a nurse.
- The work consists of multiple, diverse tasks that assist with the activities of daily living to achieve specified outcomes that are strictly limited in scope.
- Clear and detailed instructions on practices, methods, priorities and timeframes are provided with only limited judgement expected on how to complete tasks and priorities.

Expertise

- Holds a Certificate III in Health Services Assistance HLT32507 (Acute Care); or
- Is currently an undergraduate Bachelor of Nursing student who has completed a second year clinical practice placement; or
- An enrolled nursing student who has completed their first clinical practice placement.
- Has the knowledge, competence and training to apply acquired skills in a range of patient care duties, and seek advice/direction for any situations which fall outside of the scope of duties.

Interpersonal Skills

- Receives instructions, advice and feedback to undertake and complete routine tasks.
- Exercises communication and interpersonal skills appropriate for developing a rapport with patients, health professionals and/or other members of the health care team and public.
- Work at this level may include oral and written reporting on the progress of patient activity and allocated tasks.

Judgement

- Required to exercise limited judgement in the choice of work methods, in prioritising delegated tasks and in selecting the appropriate course of action.
- Contributes to the maintenance of a physically and culturally safe environment for patients and staff.
- Identifies situations requiring the assistance or direction of an Enrolled or Registered Nurse.

¹ Assistant in Nursing Descriptors: In including the Grade I Assistant-in-Nursing role within the classification descriptors, it is acknowledged that the introduction of this role is to be trialed in selected locations throughout the State. Subject to the evaluation and review of this trial, the descriptors for this Grade will require further endorsement before ongoing use within the nurses and midwives career structure.

Accountability and Responsibility

- Responsible for accepting delegated tasks within scope of practice, undertaking work in a safe manner, and reporting anomalies of patients or environment.
- Are individually accountable for their own actions and accountable to the Registered Nurse or Midwife and their employer for delegated actions.
- Have some limited independence to modify or adapt existing approaches for more effective service delivery for patients and stakeholders.
- Performance is assessed by task completion in meeting specified outcomes.
- Demonstrates and maintains competencies required of a Certificate III in Health Services Assistance HLT32507 (Acute Care).

Influence

- Influences the quality of care provided and wellbeing of patients/clients in receipt of assistance with activities of daily living.





GRADE 2 ENROLLED NURSE

Focus and Context

- Work in a facility or community practice setting requiring clinical knowledge and skills to provide delegated nursing care according to established nursing guidelines.
- The scope of practice is defined by the competency standards and regulatory requirements as approved by the Nursing and Midwifery Board of Australia.
- Work is under the general direction and supervision of a registered nurse.
- Organises own workload and sets own priorities with supervision as determined by scope of practice.
- May assist a Registered Nurse to supervise and precept less experienced staff engaged in performing similar less demanding tasks.
- With experience, have the ability to recognise the normal and abnormal in assessment, intervention and evaluation of a patients/client's health and functional status.

Expertise

- Is registered with the Nursing and Midwifery Board of Australia as an Enrolled Nurse (Division 2 of the Register of Nurses) and holds a current practicing certificate.
- The successful completion of additional education at this level may expand the scope of practice.

Interpersonal Skills

- Well-developed interpersonal and communication skills consistent with developing a rapport with patients/clients, health professionals and the public.
- Required to discuss assessments, interventions, and evaluations of care requirements including providing accurate and timely oral and written reporting on the progress of patient activities and allocated tasks with relevant health care professionals to achieve positive patient outcomes.
- Provides guidance and support to less experience or qualified members of the team.

Judgement

- Makes decisions and takes initiative regarding the planning and completion of nursing care tasks within established nursing practice guidelines.
- Recognises the Registered Nurse as a point of reference to assist in decision making.
- Identifies and reports deviations from stable conditions that require assistance from a Registered Nurse across a broad range of patient and practice settings.
- Increasingly, are expected and encouraged within their scope of practice to use discretion and choice in selecting the most appropriate nursing intervention to provide nursing care.

Accountability and Responsibility

- Maintains standards and assumes accountability and responsibility for own actions and act to rectify unsafe nursing practice and/or unprofessional conduct.
- Responsible for demonstrating the full range of Enrolled Nurse competencies, and for ongoing self-development to maintain own knowledge required to carry out role.
- Contributes information in assisting the Registered Nurse with the development of patient care plans and quality improvements within the practice area.

Influence

- The work has a strong influence on the continued provision of quality patient care within the work area including patient, employer and community expectations regarding the delivery of nursing care.



GRADE 2S SPECIALIST ENROLLED NURSE



Focus and Context

- Work in an identified dedicated position within a defined area of practice requiring specialist clinical skills and knowledge to provide nursing care according to established nursing guidelines and policies.
- The principles of delegation, decision making, scope of practice and supervision remain in accordance with the current NMBA Standards for practice Enrolled Nurses.
- Contributes at a level commensurate with the advanced skills and knowledge requirements of the role, in collaboration and consultation with a Registered Nurse.
- Supports the Registered Nurse in the provision of person centred care, organises own workload and sets own priorities with supervision as determined by scope of practice.
- Assists the Registered Nurse to supervise and precept less experienced staff engaged in performing similar less demanding tasks.
- Within the specialist practice environment, has the ability to recognise the normal and abnormal in assessment, intervention and evaluation of a patients/client's health and functional status and implement care accordingly.

Expertise

- Appears on the Nursing and Midwifery Board of Australia, Register of Nurses, as an Enrolled Nurse Division 2 and holds a current practicing certificate.
- Successful completion of the Advanced Diploma of Nursing, supported by relevant clinical experience, will expand the scope of practice for the enrolled nurse.
- Assists in the clinical management and ongoing coordination of nursing team activities to achieve continuity and quality of patient/client care, in conjunction with the Registered Nurse.
- High level clinical leadership skills and knowledge developed through extensive experience in the specialist practice area to coordinate patient/client care delivery in a defined practice area.
- Highly skilled clinician and resource person demonstrating specialist knowledge and clinical competence in the provision of specialist care which supports safe and effective outcomes for the patient.
- Highly developed skills decision making skills within their scope of practice and delegated responsibility, is able to implement interventions as supported by local policies and procedures and evaluate outcomes for clients/patients.
- Identifies, defines and develops options and operational guidelines or clinical practices to implement the delivery of complex specialised nursing/health care in partnership with the Registered Nurse and the healthcare team.

Interpersonal Skills

- Communicates effectively with individuals/groups, health professionals and the public to facilitate the provision of quality patients/client care.
- Works in partnership with the Registered Nurse, contributing to a strong professional environment by providing leadership and assisting with the planning and management of staff and resources.
- Using their extended skills and knowledge to provide guidance and support to less experienced members of the team to achieve patient/client care and service delivery outcomes.

Judgement

- Makes decisions and takes initiative regarding the planning and completion of nursing care tasks within established enrolled nursing practice guidelines.
- Accepts accountability for own practice standards and provides support and supervision to Assistants in Nursing (however titled) and to others providing care, such as Enrolled Nurse students, to ensure care is provided according to institutional policies, protocols and guidelines.
- Using their decision making skills within their scope of practice and delegated responsibility, is able to identify the deteriorating client/patient, and recognise alterations in psychological and physiological status, implement interventions as supported by local policies and procedures and evaluate outcomes for clients/patients and report to a Registered Nurse.
- Identifies, defines and develops options and recommendations which may include responding to deviations from stable conditions and implementing expert clinical practices to achieve the delivery of complex specialised nursing/health care.

Accountability and Responsibility

- Maintains standards and assumes accountability and responsibility for own actions and acts to rectify unsafe nursing practice and/or unprofessional conduct.
- Responsible for own professional development and education in nursing practices in their specialist practice area.
- Responsible for own practice which may encompass clinical, managerial, education or research contexts within the scope of the Enrolled Nurse.
- Responsible for addressing inconsistencies between nursing policy and practice outcomes in specialist practice areas.
- Provides support and direction associated with research, investigative, analytical and appraisal skills within the specialist practice area, acting as a role model for others.
- Applies evidence based practice guidelines to achieve positive care outcomes for patients/clients.

Influence

- Uses sound decision making skills to assess and identify clinical deviations and to refer appropriately to ensure timely and safe clinical support.
- Identifies and implements the coordination of processes for quality improvement and continuity within risk management and nursing professional practice frameworks.
- Leads and contributes to the design, development and delivery of professional nursing activities, including the provision, and/or facilitation, of professional development activities, professional development agreements and performance management for Enrolled Nurses.
- Acts as a role model, clinical resource person and mentor of other Enrolled Nurses, Assistants in Nursing and nursing students within the health service/unit.



GRADE 3 REGISTERED NURSE, REGISTERED MIDWIFE



Focus and Context

- The scope of practice is defined by the competency standards and regulatory requirements as approved by the Nursing and Midwifery Board of Australia.
- With experience, the Registered Nurse/Midwife is increasingly required to co-ordinate and integrate complex nursing practices. General direction is provided to achieve the required outcomes as operational guidelines, systems and processes are well understood.
- A Registered Nurse/Midwife maintains current knowledge base, accountability for practice, functioning in accordance with legislation affecting nursing and midwifery, and the protection of patients'/clients' rights.
- Established nursing practices provide a framework for decision-making in undertaking and integrating the activities of the practice area.
- Actively participates in the discussion and collaboration surrounding assessments, interventions and/or evaluations of care requirements with other health care professionals to achieve positive patient/client outcomes.
- Consistent with ongoing experience required to interpret and modify nursing practices to provide alternative approaches to improve health care and service delivery outcomes and/or incorporate relevant professional standards into practice.
- Provide supervision and guidance to less experienced Registered Nurses/Midwives, Enrolled Nurses, students and AIN's.

Expertise

- A Registered Nurse/Midwife is registered with the Nursing and Midwifery Board of Australia and holds a current practicing certificate.
- Nurses/midwives working within the scope of the requirements of the Grade 3 role will vary in experience from a beginning practitioner, an employee returning after an absence, and practitioners with up to eight years experience and beyond.
- Apply foundation theoretical knowledge and skills and evidence based guidelines to a range of activities to achieve agreed patient/client outcomes.
- Knowledge and skills improve through continuous professional development and experience in the application of established practices that maintain or improve patient/client outcomes.
- Actively contributes to continuous quality improvement, research, analysis and evaluation of clinical practices.
- Competence includes reflecting on practice, utilising research and analysis and the evaluation of complex and unrelated information and the consequences of these for patient/client outcomes.

Interpersonal Skills

- Communicates effectively with individuals/groups to facilitate the provision of care.
- Participates as an effective member of the nursing and midwifery team within the health care team and provides effective supervision instruction, guidance and feedback to students and less qualified or experienced staff.
- Assists in reviewing and evaluating nursing practices and standards and providing recommendations.

- Increasingly is able to inform, guide and gain the acceptance of others in adopting nursing practices required to achieve patient/client care and service delivery outcomes and facilitate and encourages individual/group decision making.
- With experience, required to interpret and explain complex operational procedures and provide clear oral and written advice and detailed information to patients/clients, stakeholders and members of the public. This involves education, advice and guidance directed at promoting improved patient/client outcomes.

Judgement

- Flexibility, innovation and initiative expected in providing alternative solutions to complex operational issues, within the practice area, to resolve clinical issues and meet patient/client and employer requirements.
- Consistent with ongoing development required to exercise independent judgement in organising conventional nursing/midwifery practices required to meet complex nursing care needs.

Accountability and Responsibility

- This role is the first level Registered Nurse/Midwife who is registered to practice nursing without supervision.
- Responsible for demonstrating the full range of Registered Nurse/Midwife competencies, and for ongoing self-development to maintain own knowledge required to carry out role.
- Assumes accountability and responsibility for own actions, as well as, increasing their own scope of awareness and practice through professional development and education in nursing practices within their field of nursing.
- Responsible for reviewing decisions, assessments and recommendations from less experienced Registered Nurses/Midwives, Enrolled Nurses, students, and AIN's to ensure quality of outcomes. Acts to identify, rectify and report unsafe nursing practice and/or unprofessional conduct.
- Undertakes reflective practice, self-appraisal, professional development and applies evidence and research in practice. Reflecting on practice, feelings and beliefs and the consequences of these for patients/clients, is considered an important professional benchmark.

Influence

- Initially applies knowledge and skills to the nursing care of patients/clients where the choice of action is clear and the outcomes are readily identified.
- Works within and promotes a nursing model of patient/client centered care or midwifery model of partnership and support for women's rights to self-determination and life processes.
- Consistent with ongoing development, the role will propose and develop options to improve practices and recommend alternative approaches to achieve the objectives of the practice area.
- The work has a direct influence on the effective provision of direct and comprehensive patient/client care, and an influence on the development of less qualified or experienced colleagues.





GRADE 4 REGISTERED NURSE, REGISTERED MIDWIFE

Focus and Context

- Work in a facility or community practice area to provide clinical care for an allocated patient/client group with diverse and/or complex care requirements in a defined practice area. This work requires the application of well-developed general and/or specialist nursing/midwifery knowledge and skills to provide effective practical solutions.
- Provide clinical case management support to the Clinical Coordinator and/or Nurse Unit Manager in the coordination of patient/client care delivery on a shift by shift basis in an area of practice through the effective allocation and prioritisation of nursing/midwifery resources.
- Contributes to workplace activities beyond their immediate responsibilities of delivering clinical care to their patients/clients by providing nursing leadership. This shall include but not limited to include active involvement in clinical education, assist in management, safety and quality practice development and clinical leadership activities.
- Established decision-making and operational frameworks may require considerable interpretation and initiative. Guidance and instruction may on occasion be received on the implementation of highly technically complex modifications of care consistent with policy, regulatory and/or technological requirements and developments.

Expertise

- Well-developed knowledge, skills and experience in the relevant area of nursing/midwifery and associated field of activity gained through experience and/or post graduate qualifications in clinical care.
- Developing expertise in managing allocated resources, and assists with the assessment of the competence of staff, and in determining priorities and approach to managing the clinical care of patients/clients within the defined practice area.
- Participate and contribute to research, with the ability to understand and apply evidence to practice to improve standards of contemporary health care.

Interpersonal Skills

- Promotes co-operation, teamwork and understanding in undertaking generalist and/or specialist nursing practices for effective health care outcomes.
- Leads supports and promotes a learning culture by encouraging reflection and professional development and assisting others to maintain professional portfolios.
- Contributes and participates in preceptorship programs to assist in the achievement of practice area and organisational goals.
- Communicates, organises, and facilitates the responsibilities pertaining to a particular clinical portfolio.
- Provides specialised advice and clearly articulates complex and difficult issues to staff, patients/clients and public in terms which are understandable.
- Maintains productive working relationships, effectively deal with challenging behaviours and the resolution of conflicts.
- Assists and provides feedback to the Clinical Coordinator and/or Nurse Unit Manager, relating to performance development of less qualified or experienced members of the team.



Judgement

- Exercises initiative, flexibility and creativity to identify, define and develop options and recommendations to improve the delivery of complex service delivery to an allocated group of patients/clients within a defined practice area.
- Utilises evidence based practice and available research, to develop, plan and implement improvements to the delivery of complex service delivery.
- Well-developed conceptual, analytical and reasoning skills to research investigate and propose recommendations of alternative approaches for improved health care outcomes.
- Identifies, assesses and responds to change, that may require the modification of clinical practices, and which may be due to emerging developments. May make recommendations to improve outcomes for patients/clients, or improve efficiencies in clinical care delivery.

Accountability and Responsibility

- In the absence of the Clinical Coordinator and/or Nurse Unit Manager, shall be responsible for the coordination of patient/client care delivery in a practice area through the effective allocation and prioritisation of nursing resources for a rostered shift/period for day and shift workers.
- Responsible for demonstrating the full range of Registered Nurse/Midwife competencies, and for ongoing self-development to maintain own knowledge required to carry out the role.
- Responsible for contributing and participating in preceptorship programs to assist in the achievement of practice area and organisational goals.
- Responsible for the appropriate delivery of agreed outcomes pertaining to a particular clinical portfolio.
- Accountable for own actions, professional and quality controls and maintaining nursing practice standards and service delivery outcomes, including activities delegated to others.
- Responsible for supporting the performance development of less qualified or experienced members of the team and contributing to the learning of the work area.

Influence

- Considerable influence in the determination of priorities and approach to the clinical care of an allocated group of patients/clients. This includes:
 1. advice and expertise regarding planning, evaluation and integration of clinical practices; and
 2. education, instruction, guidance to support the development of less qualified or experienced staff.
- The role also influences the management of activities and clinical portfolios, the support of the development of others and contribution to the learning in the work area.
- Activities have a significant effect on patient/client care and the maintaining of service and standards within a defined practice area.

GRADE 5 CLINICAL COORDINATOR

Focus and Context

- Use highly developed nursing/midwifery knowledge, skill and experience to coordinate the flow of patient/client care delivery in a defined practice area.
- Lead case management, including complex patients/clients, in the clinical management and ongoing coordination of nursing/midwifery team activities to achieve continuity and quality of patient/client care in conjunction with other members of the health care team.
- Interprets clinical or educational policies, regulations and guidelines to determine milestones, objectives, methods and priorities, to support complex care models within a defined practice area.
- Contributes to service development by assisting Nurse Unit Manager, Clinical Nurse/Midwifery Educator and Clinical Nurse Consultant in policy review and the development of strategies to meet current and future service priorities. This may result in the modification of established nursing/midwifery processes within a defined nursing/midwifery regulatory and operational framework.
- May function as a single practitioner working within established decision-making and operational frameworks that may require considerable interpretation and initiative to provide specialist effective patient/client care.
- Provide leadership regarding the design, development and operation of professional nursing/midwifery activities, including the provision, and/or facilitation of professional development activities.

Expertise

- Relevant post graduate qualifications desirable.
- Highly developed clinical management and leadership skills and knowledge developed through extensive experience of the defined practice area.
- Highly developed knowledge of internal and external operational health service delivery, in the relevant nursing/midwifery field and defined practice area, and of the interaction between them.
- Highly developed skills regarding the coordination and integration of contemporary information and research evidence to support decision making, innovative thinking and objective analysis to achieve agreed outcomes within the defined practice area.

Interpersonal Skills

- Works in a management partnership with Nurse Unit Manager, contributing to a strong professional environment by providing leadership and assisting with the planning and management of staff and resources.
- Supports learning and development of staff in the defined area of practice and develop and maintain clinical portfolios.
- Gains the co-operation of staff, patients/clients and public across a defined practice area in meeting difficult and sometimes conflicting objectives or competing priorities. Undertakes conflict resolution through negotiation and mediation to resolve escalated issues.
- Maintains productive relationships with internal and external stakeholders. Actively contributes to clinical practice standards for the defined clinical area.



Judgement

- Identifies, defines and develops options and recommendations to implement the delivery of complex specialised nursing/midwifery health care which may include responding to new and emerging developments, developing new operational guidelines or clinical practice.
- Identifies and implements the coordination of processes for quality improvement and continuity within risk management and nursing/midwifery professional practice frameworks.
- Solutions are constrained by the existing nursing/midwifery policy and regulatory framework, budget and resource considerations and established program delivery methodologies.
- Flexibility, creativity and innovation associated with research, investigative, analytical and appraisal skills.

Responsibility and accountability

- Accepts accountability for their own practice standards and for delegating activities to others.
- Assists the Nurse Unit Manager in leading and coordinating the clinical nursing/midwifery team in the provision of patient/client centered care in the defined practice area.
- Responsible for promoting and maintaining a learning environment through team development, a positive work culture, individual capability development and performance management.
- Responsible for managing complex situations which may encompass clinical, managerial, education or research contexts.
- Responsible for efficient and effective service delivery, optimal use of resources and maintaining and improving health care outcomes.
- Responsible for nursing/midwifery practices, and outcomes in a specific defined practice area. This includes addressing inconsistencies between practice and policy.
- Responsible for own professional development and education in nursing/midwifery practices in their field of nursing/midwifery and increasing their awareness of their scope of practice.

Influence

- Operates independently under delegated authority in providing nursing/midwifery care appropriate to the defined practice area. This includes:
 - coordinating care and liaising with service providers, including those of other disciplines and health care providers, to patients/clients within the defined practice area; and
 - assisting in the provision of education and instruction to improve health care delivery.
- Authoritative advice and recommendations are provided directly to the Nurse Unit Manager and/or Manager/Team Leader of the defined practice area and indirectly to the Head of Department, in relation to the management and development of new plans, systems or nursing/midwifery practices, and efficient and effective operation of the defined practice area.
- Activities have a direct and significant effect on patient/client care delivery and organisational outcomes across a defined practice area.





GRADE 5 CLINICAL NURSE SPECIALIST

Focus and Context

- Use highly developed nursing/midwifery knowledge, skill and experience to provide, direct and/or support patient/client care delivery in a defined practice area.
- May support complex care models which may include a cohort of patients/clients delivering specialist care within a defined area.
- Lead case management, including complex patients/clients, in the clinical management and ongoing coordination of nursing team/midwifery activities to achieve continuity and quality of patient/client care in conjunction with other members of the health care team.
- Interprets clinical or educational policies, regulations and guidelines to determine milestones, objectives, methods and priorities, to support complex care models with a defined clinical patient/client group.
- Contributes to service development by assisting Nurse Unit Manager, Clinical Nurse//Midwifery Educator and Clinical Nurse Consultant in policy review and the development of strategies to meet current and future service priorities. This may result in the modification of established nursing/midwifery processes within a defined nursing/midwifery regulatory and operational framework.
- May function as a single practitioner working within established decision-making and operational frameworks that may require considerable interpretation and initiative to provide specialist effective patient/client care.
- Provide leadership regarding the design, development and operation of professional nursing/midwifery activities, including the provision, and/or facilitation of professional development activities.

Expertise

- Relevant post graduate qualifications desirable.
- Highly developed clinical skills and knowledge developed through extensive experience within the defined practice area.
- Knowledge of and, where relevant/necessary, the capacity to co-ordinate delivery of services by co-opting internal and external providers (health and others) as necessary in order to provide optimum client care to patients/clients within the defined practice area.
- Highly developed skills regarding the coordination and integration of contemporary information and research evidence to support decision making, innovative thinking and objective analysis to achieve agreed outcomes within the defined practice area.

Interpersonal Skills

- Works in a clinical partnership with Nurse Unit Manager, Clinical Nurse/Midwifery Educator and Clinical Nurse Consultant to contribute to a strong professional environment and support the development of new skills in patient/client or individual nurses/midwives.
- Supports learning and development of staff in the defined area of practice and develop and maintain clinical portfolios.
- Gains the co-operation of staff, patients/clients and (where appropriate) public across a defined practice area in meeting difficult and sometimes conflicting objectives or competing priorities.

- Maintains productive relationships with internal and external stakeholders. Actively contributes to clinical practice standards for the defined clinical area.

Judgement

- Identifies, defines and develops options and recommendations to implement the delivery of complex specialised nursing/midwifery health care which may include responding to new and emerging developments, developing new operational guidelines or clinical practices.
- Identifies and implements the coordination of processes for quality improvement and continuity within risk management and nursing/midwifery professional practice frameworks.
- Solutions are constrained by the existing nursing/midwifery policy and regulatory framework, budget and resource considerations and established program delivery methodologies.
- Flexibility, creativity and innovation associated with research, investigative, analytical and appraisal skills.

Responsibility and accountability

- Accepts accountability for their own practice standards and for delegating activities to others.
- Responsible for promoting, maintaining and supporting a learning environment through a positive work culture and individual capability development.
- Responsible for managing complex situations which may encompass clinical, managerial, education or research contexts.
- Responsible for efficient and effective service delivery, optimal use of resources and maintaining and improving health care outcomes for a defined clinical/patient group.
- Responsible for nursing/midwifery practices, and outcomes in a specific defined practice area. This includes addressing inconsistencies between practice and policy.
- Responsible for own professional development and education in nursing/midwifery practices in their field of nursing/midwifery and increasing their awareness of their scope of practice.

Influence

- Operates independently under delegated authority in providing nursing/midwifery care appropriate to the defined practice area. This includes:
 - liaising with service providers, including those of other disciplines and health care providers, to patients/clients within the defined practice area; and
 - assisting in the provision of education and instruction to improve health care delivery.
- Authoritative advice and recommendations are provided directly to the Nurse Unit Manager and/or Manager/Team Leader of the defined practice area and indirectly to the Head of Department, in relation to the development of new plans, systems or nursing/midwifery practices, and efficient and effective operation within the defined practice area.
- Activities have a direct and significant effect on patient/client care delivery outcomes across a defined practice area.



GRADE 5 ASSOCIATE NURSE UNIT MANAGER/ ASSOCIATE MIDWIFERY UNIT MANAGER

Focus and Context

- Uses highly developed nursing/midwifery knowledge, skill and experience to coordinate the flow of patient/client care delivery in a defined practice area.
- Supports the Nurse Unit Manager to ensure cost efficient management of resources in a defined practice area including staffing and rostering.
- In conjunction with the Nurse Unit Manager, facilitates clinical management and ongoing coordination of nursing/midwifery team activities to achieve continuity and quality of patient/client care in conjunction with other members of the health care team.
- Interprets clinical or educational policies, regulations and guidelines to determine milestones, objectives, methods and priorities, to support complex care models within a defined practice area.
- Contributes to service development by assisting Nurse Unit Manager, Clinical Nurse/Midwifery Educator and Clinical Nurse Consultant in policy review and the development of strategies to meet current and future service priorities. This may result in the modification of established nursing processes within a defined nursing regulatory and operational framework.
- Provides leadership regarding the design, development and operation of professional nursing activities, including the provision, and/or facilitation, of professional development activities, professional development agreements and performance management.

Expertise

- Relevant post graduate qualifications desirable.
- Highly developed clinical management and leadership skills and knowledge developed through extensive experience of the defined practice area.
- Highly developed knowledge of internal and external operational health service delivery, in the relevant nursing/midwifery field and defined practice area, and of the interaction between them.
- Highly developed skills regarding the coordination and integration of contemporary information and research evidence to support decision making, innovative thinking and objective analysis to achieve agreed outcomes within the defined practice area.

Interpersonal Skills

- Works in a management partnership with Nurse Unit Manager, contributing to a strong professional environment by providing leadership and assisting with the planning and management of staff and resources.
- Assists the Nurse Unit Manager, Clinical Nurse/midwifery Educator and Clinical Nurse Consultant to maintain a learning culture by encouraging reflection, professional development, preceptorship and assisting others to maintain portfolios including their own management portfolio.
- Gains the co-operation of staff, patients/clients and public across a defined practice area in meeting difficult and sometimes conflicting objectives or competing priorities. Undertakes conflict resolution through negotiation and mediation to resolve escalated issues.
- Maintains productive relationships with internal and external stakeholders. Represents the defined practice area with the authority to conduct and commit to a negotiated outcome regarding clinical care and operational processes and which may have implications beyond the defined practice area.



- Ability to undertake planning, monitoring and managing performance in areas of responsibility for both individuals and teams, and undertake a range of performance management activities appropriately.

Judgement

- Identifies, defines and develops options and recommendations to implement the delivery of complex specialised nursing/midwifery health care which may include responding to new and emerging developments, developing new operational guidelines or clinical practices.
- Identifies and implements the coordination of processes for quality improvement and continuity within risk management and nursing/midwifery professional practice frameworks.
- Solutions are constrained by the existing nursing/midwifery policy and regulatory framework, budget and resource considerations and established program delivery methodologies.
- Flexibility, creativity and innovation associated with research, investigative, analytical and appraisal skills.

Responsibility and accountability

- Accepts accountability for their own practice standards and for delegating activities to others.
- Assist Nurse Unit Manager in leading and coordinating the clinical nursing/midwifery team in the provision of patient/client centered care in the defined practice area.
- Responsible for promoting and maintaining a learning environment through team development, a positive work culture, individual capability development and performance management.
- Responsible for managing complex situations which may encompass clinical, managerial, education or research contexts.
- Responsible for efficient and effective service delivery, optimal use of resources and maintaining and improving health care outcomes.
- Responsible for nursing/midwifery practices, and outcomes in a specific defined practice area. This includes addressing inconsistencies between practice and policy.
- Responsible for own professional development and education in nursing/midwifery practices in their field of nursing/midwifery and increasing their awareness of their scope of practice.

Influence

- Operates independently under delegated authority in providing nursing/midwifery care appropriate to the defined practice area. This includes:
 - coordinating care and liaising with service providers, including those of other disciplines and health care providers, to patients/clients within the defined practice area; and
 - assisting in the provision of education and instruction to improve health care delivery.
- Authoritative advice and recommendations are provided directly to the Nurse Unit Manager and/or Manager/Team Leader of the defined practice area and indirectly to the Head of Department, in relation to the management and development of new plans, systems or nursing/midwifery practices, and efficient and effective operation of the defined practice area.
- Activities have a direct and significant effect on patient/client care delivery and organisational outcomes across a defined practice area.



Grade 6 CLINICAL NURSE EDUCATOR

Focus and Context

- Works in a facility or community practice setting requiring a clinical specialty that may range across service areas to improve health care services through the coordination of clinical practices and health management information systems.
- Works to facilitate and support the development of the nursing workforce, including students, by planning, promoting, coordinating, implementing and evaluating education programs in the practice area/s.

Various practice models may be used to enact this role, including but not limited to:

1. providing education and training support to specific group of practice area/s;
 2. providing education support in a specific education and/or training portfolio; and
 3. providing coaching and direction working in the clinical setting alongside staff.
- Leadership and coordination of educational projects, programs and/or research activities designed to improve educational outcomes and service delivery.

Expertise

- Relevant post graduate qualifications desirable.
- Applies expertise to models of learning in the practice and/or service areas, including the development, implementation and evaluation of professional development, education and training activities.
- Highly developed knowledge of evidence based practice in health, education, and professional development, and its application to the knowledge and skill requirements of the nursing workforce.

Interpersonal Skills

- Leads and coordinates projects, programs and/or research that deliver professional development, education and training activities.
- Clearly articulates highly complex and difficult nursing and health issues to patients/clients, staff and stakeholders both internal and external to the organisation, in terms that are understandable by the audience.
- Maximises productive working relationships including with relevant specialists and executive management, and manages conflict to promote co-operation, teamwork and understanding in undertaking challenging, demanding and complex work.

Judgement

- Flexibility, creativity and innovation, based on highly developed conceptual and reasoning skills, regarding the implementation of operational strategy and nursing policies to integrate the practices of diverse health care disciplines and fields of nursing.
- Uses evidence based recommendations to improve program functions, organisational efficiency and performance by better aligning and integrating activities within practice areas and addressing emerging trends. Established professional precedents and organisational policies may require interpretation for operational effectiveness.



Accountability and Responsibility

- Accountable for own practice standards, activities delegated to others and for mentoring and developing less experienced staff.
- Ensures the principles of contemporary research are integrated into nursing practice through the development, coordination, implementation and evaluation of nursing research/projects/programs. Developments may improve practice and program functions, organisational efficiency and performance and result in a better alignment and integration of activities within a practice area.

Influence

- May affect health service delivery outcomes, through the implementation of policy with regard to the practice area, patients/clients, stakeholders and the broader community.
- Influences standards of practice through the implementation of evidenced based practice.
- Activities within practice areas, organisational efficiency and performance of program functions may be improved through identification of emerging trends and organisational development opportunities.



Grade 6 NURSE PRACTITIONER CANDIDATE

- A Nurse Practitioner Candidate is a Registered Nurse engaged to undertake a course of study, and undertake clinical experience leading to endorsement as a Nurse Practitioner.
- The Nurse Practitioner Candidate must have a minimum of five (5) years full time equivalent experience in a relevant clinical practice area. Enrolled in the accredited Nurse Practitioner Masters Degree, and actively working towards same.
- The candidature will be for a period of not less than 12 months and not more than 2 years. Failure to undertake the authorisation process as a nurse practitioner within this specified timeframe would require negotiation of ongoing candidature.
- Working towards demonstrating competence in advanced and extended practice skills in the assessment, diagnosis, planning, implementation and evaluation of the care of patients/clients within their defined scope of practice, in the practice setting and working towards meeting the National Nurse practitioner Standards – Australian Nursing and Midwifery Council (ANMC) (2006)





Grade 6 CLINICAL NURSE CONSULTANT

Focus and Context

- The scope of practice is defined by the competency standards and regulatory requirements as approved by the Nursing and Midwifery Board of Australia.
- Works in a facility or community practice setting requiring a clinical specialty that may range across a practice and/or service areas to improve health care services through the coordination of clinical practices and health management information systems.
- Leads innovation and research directed to the operation of a practice and/or service areas that may require the integration of budget management and administrative processes to improve clinical/program outcomes.
- Within the clinical specialty the role will develop and implement clinical policy and guidelines for the practice and/or service areas especially with regard to regulatory and/or technological developments. Work is undertaken to accommodate professional principles, systems and processes that may be shared with other specialist professions and executive management
- Developments may improve program functions, organisational efficiency and performance by better aligning and integrating activities within the clinical/program area and addressing emerging trends. Established professional precedents and organisational policies may require interpretation for operational effectiveness.
- May function as a single practitioner working with a significant degree of independent decision-making to develop service delivery options and provide authoritative expertise in the provision of clinical advice, and interventions.

Expertise

- Relevant post graduate qualifications desirable.
- Highly developed knowledge, skill and expertise with advanced competence in evidence-based nursing practice and a highly developed understanding of the interaction of nursing/midwifery and other professions in a multidisciplinary setting.
- Provide clinical leadership in nursing/midwifery and to other specialist professions. May be consulted to provide authoritative expertise in clinical care and interventions and/or individual case management to a specific patient/client cohort.
- Highly developed knowledge of evidence based practice in health, education, and professional development, and its application to the knowledge and skill requirements of the nursing workforce.

Interpersonal Skills

- Lead and motivates to develop and implement clinical policy and guidelines for the clinical specialty with regard to regulatory and/or technological developments.
- Maximises productive working relationships including with relevant specialists and executive management, and manages conflict to promote co-operation, teamwork and understanding in undertaking challenging, demanding and complex work.
- Provides authoritative advice and recommendations in relation to the effectiveness of clinical and/or program activity.
- Ensures mechanisms are in place to support consumer advocacy through open communication and the implementation of best practice models of consumer involvement.

- Clearly articulates highly complex and difficult nursing and health issues to patients/clients, staff and stakeholders both internal and external to the organisation, in terms that are understandable by the audience.
- Represent the organisation with the authority to conduct and commit to a negotiated outcome regarding practice-specific policies, programs and objectives within the clinical specialty.
- Leads and coordinates projects, programs and/or research that deliver professional development, education and training activities.

Judgement

- Flexibility, creativity and innovation, based on highly developed conceptual and reasoning skills, regarding the implementation of operational strategy and nursing policies to integrate the practices of diverse health care disciplines and fields of nursing.
- Has a significant degree of independent clinical decision making in the area of clinical expertise.
- In a multidisciplinary setting required to assess, select and support the implementation of clinical interventions and evaluate patient/client outcomes.
- Solutions are constrained by the existing policy and regulatory framework, budget and resource considerations.
- Options provided and solutions recommended may require the development of new practice and program strategies, policies, plans and procedures with significantly altered organisational outcomes.
- Uses evidence based recommendations to improve program functions, organisational efficiency and performance by better aligning and integrating activities within the practice area and addressing emerging trends. Established professional precedents and organisational policies may require interpretation for operational effectiveness.

Accountability and Responsibility

- Accountable for own practice standards, activities delegated to others and for mentoring and developing less experienced staff.
- Accountable for the outcomes of nursing practices for the specific patient/client cohort and for addressing inconsistencies between nursing practice and policy.
- Ensures the principles of contemporary research are integrated into nursing practice through the development, coordination, implementation and evaluation of nursing research/projects/programs. Developments may improve practice and program functions, organisational efficiency and performance and result in a better alignment and integration of activities within a practice area.
- Responsible for providing authoritative advice and recommendations in relation to the effectiveness of clinical service activity and health care outcomes.
- Responsibility may be shared with relevant specialists and executive management for the development of clinical strategy and policy or the implementation of new clinical and/or practice activities.
- Specialists are required to remain abreast of contemporary developments, to identify emerging trends and to maintain a network of peers and specialists in the field of practice



Influence

- May affect health service delivery outcomes, through the implementation of policy with regard to the, practice area, patients/clients, stakeholders and the broader community.
- Influences standards of practice through the implementation of evidence based practice.
- Activities within practice areas, organisational efficiency and performance of program functions may be improved through identification of emerging trends and organisational development opportunities.





GRADE 6 PROJECT NURSE, RESEARCH NURSE

Focus and Context

- Work in a facility or community practice setting requiring a specialty that may range across a practice and/or service areas to improve health care services through the coordination of clinical practices and health management information systems.
- Leads innovation and research directed to the operation of a practice and/or service area that may require the integration of budget management and administrative processes to improve clinical/program outcomes.
- Develop and implement clinical protocols and guidelines for the practice and/or service area especially with regard to regulatory and/or technological developments.
- Work is undertaken to accommodate professional principles, systems and processes that may be shared with other specialist professions and executive management
- Developments may improve program functions, organisational efficiency and performance by better aligning and integrating activities within the practice area and addressing emerging trends. Established professional precedents and organisational policies may require interpretation for operational effectiveness.
- Leadership and coordination of projects, programs and/or research activities designed to improve standards of patient/client care. Works in partnership with tertiary institutions in developing a body of knowledge that supports clinical practice
- May function as a single practitioner working with a significant degree of independent decision-making to develop service delivery options and provide authoritative expertise in the provision of clinical care and interventions.

Expertise

- Relevant post graduate qualifications for positions at this level are desirable.
- Highly developed knowledge, skill and expertise with advanced competence in evidence-based nursing practice and a highly developed understanding of the interaction of nursing/midwifery and other professions in a multidisciplinary setting.
- Provide clinical leadership in nursing/midwifery and to other specialist professions. May be consulted to provide authoritative knowledge and interventions.
- Highly developed knowledge of evidence based practice in health, education, and professional development, and its application to the knowledge and skill requirements of the nursing workforce.

Interpersonal Skills

- Leads and motivates to develop and implement clinical policy and guidelines for the clinical specialty with regard to regulatory and/or technological developments.
- Maximises productive working relationships including with relevant specialists and executive management, and manages conflict to promote co-operation, teamwork and understanding in undertaking challenging, demanding and complex work.
- Provides authoritative advice and recommendations in relation to the effectiveness of clinical and/or program activity.
- Ensures mechanisms are in place to support consumer advocacy through open communication and the implementation of best practice models of consumer involvement.

- Clearly articulates highly complex and difficult nursing and health issues to patients/clients, staff and stakeholders both internal and external to the organisation, in terms that are understandable by the audience.
- Represents the organisation with the authority to conduct and commit to a negotiated outcome regarding practice-specific policies, programs and objectives within the clinical specialty.
- Leads and coordinates projects, programs and/or research that deliver professional development, education and training activities.

Judgement

- Flexibility, creativity and innovation, based on highly developed conceptual and reasoning skills, regarding the implementation of operational strategy and nursing policies to integrate the practices of diverse health care disciplines and field of nursing.
- A significant degree of independent clinical decision making in the area of clinical expertise.
- In a multidisciplinary setting required to assess, select and support the implementation of clinical interventions and evaluate patient/client outcomes.
- Solutions are constrained by the existing policy and regulatory framework, budget and resource considerations.
- Options provided and solutions recommended may require the development of new practice and program strategies, policies, plans and procedures.
- Uses evidence based recommendations to improve program functions, organisational efficiency and performance by better aligning and integrating activities within the practice area and addressing emerging trends. Established professional precedents and organisational policies may require interpretation for operational effectiveness.

Accountability and Responsibility

- Accountable for own practice standards, activities delegated to others and for mentoring and developing less experienced staff.
- Responsible for ensuring the principles of contemporary research are integrated into nursing practice through the development, coordination, implementation and evaluation of nursing research/projects/programs.
- Developments may improve practice and program functions, organisational efficiency and performance and result in a better alignment and integration of activities within a practice area.
- Responsible for providing authoritative advice and recommendations in relation to the effectiveness of clinical service activity and health care outcomes.
- Responsibility may be shared with relevant specialists and executive management for the development of clinical strategy and guidelines or the implementation of new clinical and/or practice activities.
- Specialists are required to remain abreast of contemporary developments, to identify emerging trends and to maintain a network of peers and specialists in the field of specialty practice.

Influence

- May affect health service delivery outcomes, through the implementation of policy with regard to the, practice area, patients/clients, stakeholders and the broader community.



- Influences standards of practice through the implementation of evidence based practice.
- Activities within practice areas, organisational efficiency and performance of program functions may be improved through identification of emerging trends and organisational development opportunities.



GRADE 7 NURSE UNIT MANAGER, NURSE MANAGER, AFTER HOURS NURSE MANAGER



Focus and Context

- In the case of a Nurse Unit Manager leads and manages the coordination of overall patient/client care delivery in a defined practice area,
- In the case of an After-hours Nurse Manager provides after hours oversight and management of the activities of the health service/facility.
- In the case of a Nurse Manager leads and manages the coordination of a support system or program in a defined service area within a THO.
- Manages the human, material and financial resources for service delivery for a defined practice area/support system or defined service area within a THO.
- Manages projects, and/or research which involves developing and/or modifying operational guidelines to accommodate operational strategies and nursing policies.
- Determines appropriate milestones, priorities and use of resources for service delivery and outcomes that are in accordance with strategic and operational plans for the defined practice area.

Expertise

- Relevant post graduate qualifications desirable.
- Requires highly developed management skills and expertise to manage and lead a team in a multidisciplinary environment utilising the principals of contemporary human, material and financial resource management.
- Specialist knowledge and expertise gained through extensive experience to provide advanced clinical nursing care and interventions to a patient/client cohort.
- Highly developed knowledge of contemporary health and professional development issues, and their impact on the knowledge and skill requirements of the nursing workforce.
- Highly developed understanding of the nursing profession and other professional disciplines in the THO/DHHS, the health care sector, the structures and processes of government, and of the interaction between them.

Interpersonal Skills

- Leads in the promotion of co-operation, teamwork and understanding in undertaking challenging, demanding and complex work, with sometimes conflicting objectives.
- Develops productive relationships with specialists and stakeholders with similar levels of skill and experience from various clinical specialties, and executive management to share ideas and to resolve problems.
- Develop and encourage a learning environment where work and learning are integrated. This is achieved through fostering individuals and team development, and managing performance and service delivery outcomes.
- Responsible to ensure mechanisms are in place to support consumer advocacy through open communication and the implementation of best practice models of consumer involvement.

Judgement

- Use creativity and innovation to implement operational strategies and policies of diverse health care disciplines across the defined practice area.

- Review and evaluate clinical practice and performance, identifying strategies to implement appropriate change to risk management, safety and quality processes according to evidence based review.
- Exercise clinical governance over safety and quality, audits, complaints and accident investigation, incident management and monitoring, risk and hazard identification and accreditation.
- Options provided and solutions recommended may require the development of new clinical/program strategies, policies, plans and procedures which may have significantly altered outcomes for the defined practice area.
- Makes decisions which are based on nursing policy and regulatory frameworks budget and resource considerations.

Accountability and Responsibility

- Accountable for own practice standards, activities delegated to others and responsible for the outcomes of nursing practices for the defined practice area and for addressing inconsistencies between nursing practice and policy.
- Accountable and responsible for planning, managing and reviewing resource allocation within a defined practice area.
- Responsible for the evaluation of clinical requirements by investigation and implementation of innovative models of service delivery within the allocated budget.
- Accountable for planning future activities, negotiating for appropriate resources and determining or recommending performance measures, including research projects.
- Responsible for developing a highly skilled, efficient and effective workforce to ensure the delivery of a quality service, and achieve the business plan of the organisation.
- Responsibility may be shared with relevant specialists and executive management for the determination, development and implementation of operational policy and processes which meet THO/DHHS objectives and strategies.

Influence

- Activities improve program nursing/clinical care, patient/client outcomes, organisational, efficiency and performance resulting in better alignment and integration of activities within the defined practice area.
- May influence other practice or service areas within the organisation and external service providers.



Criteria for Grade 7b

- In the new Career Structure Grade 7 is the Nurse Unit Manager role. Grade 7 has two non-incremental levels; Grade 7a and 7b.
- The intent of Grade 7b is to recognise those Nurse Unit Manager positions that involve a higher level of responsibility, complexity and responsibility.
- Schedule 3, Grade 7 (3) states, "a classification review will be undertaken against specific criteria which will be clearly determined in the Final Registered Agreement. The criteria will delineate the roles between Grade 7a and Grade 7b". Further point (4) states, "the Executive Directors of Nursing will, within three (3) months of registration of the full Agreement determine the appropriate classification for Nurse Unit Manager positions".
- A Nurse Unit Manager is a registered nurse/midwife in charge of a ward or unit in an acute, sub-acute, rural health facility or in a community setting.
- All Nurse Unit Managers translated to Grade 7a at the commencement of the HoA in December 2010.
- Four criteria are to be used as a basis for determining Nurse Unit Managers with a greater level of responsibility and complexity. The criteria are: number of FTEs budgeted, number of beds managed or occasions of service, budget responsibility, hours of service – day (business hours), extended hours or 24/7 service.
- Nurse Unit Managers of units/wards with a score of ≥ 15 will be classified as Grade 7b.
- After Hours Nurse Unit Managers will be classified as Grade 7b.
- Under the current nursing organisational structure in rural hospitals at the time of registration, rural Nurse Unit Managers will be classified as 7a. However, in the event there is an organisational restructure in any rural hospital, the rural Nurse Unit Manager will be assessed against the agreed criteria.
- Chief Executive Officers in conjunction with their Executive Directors of Nursing shall, under exceptional circumstances, use their discretion to classify Nurse Unit Manager roles as Grade 7b.



A scoring matrix² has been developed as follows for each criteria:

Criteria 1 – Cost centre³ - FTE

<10	≥10 and <20	≥20 and <30	≥30 and <40	≥40 and <50	≥50
1	2	3	4	5	6

Criteria 2 – Number of beds

<10	≥10 and <15	≥15 and <20	≥20 and <25	≥25 and <30	≥30
1	2	3	4	5	6

or

Criteria 2 – Occasions of services

A ⁴	B ⁵
6	4

Criteria 3 – Cost Centre Budget

<2m	≥2m and <3m	≥3m and <4m	≥4m and <5m	≥5m and <6m	≥6m
1	2	3	4	5	6

Criteria 4 – Hours of service

Day service	Extended hours	Overnight
1	2	3



² Refer to clause 5.2.6 Grade 7

³ Budgeted FTE is determined to be operational FTE which is defined as the FTE required to run a clinical service unit/ward at a determined level of activity, including annual leave and the percentage that is allocated to other types of leave such as sick leave and professional development/study leave. This includes the total FTE for the accountable cost centre.

⁴ A= Departments or services located within any hospital/public institution/community setting (eg DEM ORS,DPU, renal, in-patient cardiology, CPHS) who provide occasions of service rather than 24 hour in-patient care

⁵ B = Outpatients or ambulatory/community care clinics (eg HITH, CSSD, IC, pharmacotherapy-ADS)

Grade 8 ASSISTANT DIRECTOR OF NURSING, DIRECTOR OF NURSING AND/OR MIDWIFERY, DISTRICT DIRECTOR OF NURSING, CO-DIRECTOR OF NURSING, NURSING DIRECTOR

Focus and Context

- Strategic leadership and management of the nursing and non-nursing operational/support services for a defined number of practice areas which may span one or more facilities, or health services.
- Leads and/or develops strategic planning, policy development, interdisciplinary systems and procedures of the organisation based on knowledge of state and national health policy frameworks.
- Determines milestones, priorities and use of resources for program delivery and outcomes that are of significant strategic importance for the THO/DHHS.
- Integrates and evaluates models of care across practice areas to optimise clinical outcomes.
- Develops and/or implements a framework of clinical governance according to the highest standards of service delivery, quality improvement and risk management strategies.
- Assesses operational and program effectiveness according to established nursing precedents, systems and procedures and organisational design and policies. Emerging issues may be due to significant scientific, theoretical, ethical and technological concerns and can anticipate regulatory change.
- Leads, develops and implements significant projects, programs and/or research activities leading to considerable service delivery improvements.
- Is able to act as a consultant at the THO, state or national level in area of expertise and present at conferences, undertake post graduate teaching and assessment and/or publish in a refereed professional journals.

Expertise

- Relevant post graduate qualifications are desirable.
- Specialist knowledge and expertise gained through extensive experience to provide operational and program management, strategic policy and planning, research in health care.
- Highly developed knowledge of emerging education, health and professional development issues, and their impact on health service delivery.

Interpersonal Skills

- Leads to promote co-operation, teamwork and understanding in undertaking challenging, demanding and complex work, with sometimes conflicting objectives, in areas of responsibility
- Develops productive relationships and networks with specialists and stakeholders involved in multidisciplinary teams to share ideas and to resolve problems.
- Develop and encourage a learning environment by mentoring and promoting team development, individual capability development and managing performance and service delivery outcomes.
- Clearly articulates highly complex and difficult issues which may be politically, industrially or socially sensitive.
- Represents the organisation with the authority to conduct and commit to a negotiated outcome regarding strategies, policies, programs and objectives for the area of responsibility and which have implications for the THO/DHHS.



- Collaborates with health industry, community groups, professional bodies and private and public sector health providers at a regional, state and national level.

Judgement

- Flexibility, creativity and innovation based on highly developed conceptual and reasoning skills regarding organisational program management, education and the delivery of health care.
- Identifies, defines and develops options for complex organisational policy and program strategies for improved service delivery of health care.
- Options and recommended solutions are provided to executive management which may require the development of new organisational and program strategies, which may have significantly altered health care outcomes.

Accountability and Responsibility

- Responsible for the efficient and effective operation of the nursing and/or non-nursing operational/support services for a defined number of practice areas which may span one or more facilities, or health services. This includes strategic and operational policies and the integration and coordination of resources for improved health care outcomes.
- Accountable and responsible for nursing/midwifery practices including developing nursing policy, systems, procedures, processes and providing input into organisational policy.
- Responsibility may be shared with relevant specialists and executive management for the development and implementation of new organisational and program strategies and policies directed towards achieving strategic organisational priorities.

Influence

- Decisions may alter the way work is organised and/or performed for the organisation in response to emerging trends.
- There may be a strong influence on other health services within the organisation and on external service providers.



Criteria for Grade 8 Levels



Grade	Rural Hospitals	State-wide standalone specialist services – CHAPS, A&D, FMH	THO - Acute/Community/Rural Integrated Services	Nursing Support Services
8-1	Responsible and accountable for the senior leadership and management of nursing and operational/support services in a rural in-patient facility, which may include community based health service. Has: a. Nursing and non-nursing FTE <30; b. Budget <3 million; and c. Beds <15	Responsible and accountable for the senior leadership and management of nursing and operational/support services for <u>more than one</u> specialist health service, with responsibility for < 25 FTE (nursing and non-nursing).	Responsible and accountable for the senior leadership and management of nursing and operational/support services for a defined number of practice areas with responsibility for >20 and <50 FTE (nursing and non-nursing).	Responsible and accountable for the strategic management and coordination of a nursing and/or midwifery, project or program across a THO.
8-2	Responsible and accountable for the senior leadership and management of nursing and operational/support services in a rural in-patient facility, which may include community based health service. Has responsibility for <u>one or more</u> : a. Nursing and non-nursing FTE ≥30; and/or b. Budget ≥3 million; and/or c. Beds ≥15.	Responsible and accountable for the senior leadership and management of nursing and non-nursing operational/support services for <u>more than one</u> specialist health service, with responsibility for ≥25 and <50 FTE (nursing and non-nursing).	Responsible and accountable for the senior leadership and management of nursing and operational/support services for a defined number of practice areas with responsibility for ≥50 and <100 FTE (nursing and non-nursing).	Responsible and accountable for the strategic management and coordination of multiple complex, nursing and/or midwifery, project or programs across a THO involving internal and external stakeholders. or Responsible and accountable for managing and coordinating a defined strategic statewide project or program.
8-3	Responsible and accountable for the senior leadership and management of nursing and operational/support services in a rural in-patient facility, which may include community based health services. Has	Responsible and accountable for the senior leadership and management of nursing and non-nursing operational/support services for <u>more than one</u> specialist health service, with responsibility for ≥50	Responsible and accountable for the senior leadership and management of nursing and operational/support services for a defined number of practice areas with responsibility for ≥100 and <200 (nursing and non-nursing).	Responsible for coordinating and managing a complex THO nurse education function involving internal and external stakeholders. or Responsible and accountable for managing and

	responsibility for: 1. <u>one or more</u> : a. Nursing and non-nursing FTE ≥ 30 ; and/or b. Budget ≥ 3 million; and/or c. Beds ≥ 15 and 2. a Tier I facility and 3. has responsibility for residential aged care beds <u>Clinical</u> Nurse Practitioner – Rural	FTE (nursing and non-nursing). <u>Clinical</u> Nurse Practitioner-Community	<u>Clinical</u> Nurse Practitioner-Acute	coordinating complex, major <u>statewide</u> projects or programs, involving internal and external stakeholders across health services.
8-4		Responsible and accountable for the senior leadership and operational management of a statewide specialist health service with responsibility for < 100 FTE. (nursing and non-nursing).	Responsible and accountable for the senior leadership and management of nursing and operational/support services for a defined number of practice areas with responsibility for ≥ 200 FTE (nursing and non-nursing).	Responsible and accountable for providing <u>statewide</u> senior leadership, strategic direction and high level professional advice in relation to the development of <u>defined areas of nursing practice</u> that have strategic, political and operational significance at a state and national level.
8-5		Responsible and accountable for the senior leadership and operational management of a statewide specialist health services with responsibility for ≥ 100 FTE (nursing and non-nursing).	Accountable and responsible which may include single point accountability for the overall senior leadership, strategic and operational management of the human, physical and financial resources for a defined number of clinical and associated support services within a health service with responsibility for < 300 FTE (nursing and non-nursing).	



GRADE 8 NURSE PRACTITIONER

- A Nurse Practitioner is a Registered Nurse appointed to that position and who has been endorsed to practise as a Nurse Practitioner by the Nursing and Midwifery Board of Australia.
- Holds a Master of Nursing (Nurse Practitioner) through a course of education accredited by the Nursing and Midwifery Board of Australia; Nurses who do not possess a Master of Nursing (Nurse Practitioner) will be required to successfully complete specific Masters level education to prescribe medicines; order and interpret diagnostic tests; and refer to medical and other specialists.
- A Nurse Practitioner is educated to function autonomously and collaboratively in an advanced and expanded (or extended) clinical role. The role includes assessment and management of clients using nursing knowledge and skills and may include but is not limited to:
 1. the direct referral of clients to other health care professionals;
 2. prescribing medications; and
 3. ordering diagnostic investigations.
- A Nurse Practitioner is accountable for their own practice standards, professional advice given, delegations of care made and for addressing inconsistencies between practice and policy.
- Responsible for nursing practice as defined by their current nursing registration and the Health Practitioner Regulation National Law (Tasmania) Act 2010.





GRADE 9 NURSING DIRECTOR, EXECUTIVE DIRECTOR OF NURSING/MIDWIFERY

Focus and Context

- Management and leadership of nursing and midwifery services within an organisation that delivers a number of services or functions.
- Sets strategic direction and professional governance for nursing and midwifery policy and practice that contributes to the organisation's strategic plans.
- Oversees the development, implementation and evaluation of programs and systems that may impact at a whole of organisation level.
- Defines high level objectives that translate into implementation strategies.
- Shapes and champions the organisation's vision and priorities using extensive knowledge of systems, policies and legislation.
- Provides direction to staff with management responsibility.
- Responds flexibly to stakeholders' needs and changing environmental circumstances within the constraints of resources and budgets.
- Utilises the strengths of people within the organisation to build nursing and midwifery workforce capacity.
- Leads the nursing and midwifery workforce in a dynamic and changing environment of health care that is influenced by social, political and industrial events.
- Effectively represents the organisation on issues and policy areas that relate to nursing and midwifery which may be at a THO, state and national level.
- Supports the development and maintenance of effective nursing professional governance systems across an organisation delivering a range of services and functions.

Expertise

- Relevant post graduate qualifications for positions at this level are desirable.
- Advanced and diverse management capability and professional skills.
- Comprehensive understanding of professional issues impacting on nursing and midwifery including legislation, education, policy and legislation and the associated risk and/or sensitivity.
- Highly developed skills in leadership and management of complex, multi-functional services in nursing and midwifery.

Interpersonal Skills

- High degree of professional integrity, credibility and commitment.
- Supports and recognises the individuality of others and the organisational benefits of diversity.
- Proactively forges collaborative relationships and partnerships with a diverse ranges of professional and community groups.
- Creates a climate of 'high performance' through professional respect and performance management.
- Uses effective communication style that ensures information is conveyed clearly and concisely to peers and other stakeholders including community members.

Judgement

- Identifies, defines and develops options for complex organisational policy and strategy for improved service delivery of health care across a range of health services.
- Provides authoritative advice and support to the Chief Executive Officer and/or Chief Nurse regarding the health service.
- Considers issues in the best interests of the organisation taking a balanced view of the associated political, industrial and community sensitivities and risks.
- Focuses on the organisation's objectives in managing difficult and complex situations.

Accountability and Responsibility

- Accountable and responsible for the efficient and effective delivery of nursing and midwifery services within the organisation.
- Responsible for the research, development, implementation and evaluation of highly complex nursing and midwifery programs undertaken within the organisation.
- Responsible for the organisation's nursing and midwifery response to emerging trends and developments locally, nationally and internationally to ensure high quality of care to patients and clients.
- Responsible for providing critical analysis of the impact of high level decisions on nursing and midwifery services.

Influence

- Negotiates and mediates to resolve organisational, technical and managerial problems associated with nursing and midwifery.
- Change initiatives and management contribute to the organisation's key priorities.
- Inspires and contributes to the development of people by challenging, supporting and encouraging performance.



Criteria for Grade 9 Levels

Grade	Rural Hospitals	Statewide standalone specialist services – CHAPS, A&D, FMH	THO - Acute/Community/Rural Integrated Services	Nursing Support Services
9-1			Accountable and responsible which may include single point accountability for the overall senior leadership, strategic and operational management of the human, physical and financial resources ⁶ for a defined number of clinical and associated support services within a health service with responsibility for ≥ 300 FTE (nursing and non-nursing)	Responsible and accountable for providing statewide senior leadership, strategic direction and high level professional advice in relation to the development of nursing/midwifery practice, policy and health systems that have strategic, political and operational significance at a state and national level. This may include Principal Advisors.
9-2	Responsible and accountable for the senior management, leadership and strategic development of the nursing and midwifery workforce/services across a THO. Professionally responsible for the nursing and midwifery services across a THO that includes acute and integrated community services. Manages a broad range of nursing and non-nursing services and has responsibility for <u>< 700 FTE</u> .			
9-3	Responsible and accountable for the senior management, leadership and strategic development of the nursing and midwifery workforce/services across a THO. Professionally responsible for the nursing and midwifery services across a THO that includes acute and integrated community services. Manages a broad range of nursing and non-nursing services and has responsibility for <u>≥ 700 FTE</u>			
Chief Nurse and Midwifery Officer	Responsible for providing professional linkages between the Minister, Secretary DHHS and the nursing and midwifery professions in the public, private and education sectors across Tasmania. Provides senior leadership and advice on a diverse range of nursing and midwifery issues including strategic planning, policy, workforce, research, education and training. Establishes national and international professional linkages with a broad range of stakeholders. Remuneration and conditions of employment are to be negotiated.			



TITLES

Note: Title should reflect the Grade. Classification of positions should be based on inherent requirements, and not the title.

Grade	Title
1	Assistant in Nursing
2	Enrolled Nurse;
2S	Specialist Enrolled Nurse
3	Registered Nurse, Registered Midwife
4	Registered Nurse, Registered Midwife
5	Clinical Coordinator; Clinical Nurse Specialist, Associate Nurse Unit Manager/Associate Midwifery Unit Manager
6	Clinical Nurse Educator; Clinical Nurse Consultant; Nurse Practitioner Candidate; Project Nurse; Research Nurse
7	Nurse Unit Manager; Nurse Manager; After Hours Nurse Manager;
8	Assistant Director of Nursing; Director of Nursing; Co-Director of Nursing; Nursing Director; District Director of Nursing; Nurse Practitioner;
9	Nursing Director; Executive Director of Nursing/Midwifery
	Chief Nurse and Midwifery Officer



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