### NURSING / MIDWIFERY STAFF MANAGEMENT AND LEADERSHIP

<table>
<thead>
<tr>
<th>Functions</th>
<th>Examples of activities</th>
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<tbody>
<tr>
<td>Be an exemplary role model for the professions of nursing/midwifery</td>
<td>+ role model through behaviour and communication, + model through behaviour and communication, + display your photo and information on a &quot;Welcome Board&quot; in the entry of the ward/unit, + attend regular ward rounds where appropriate, + meet and greet patients regularly who appropriate, + develop a process that enables succession planning for key roles in the ward/unit</td>
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<tr>
<td>Establish and maintain relationships and trust</td>
<td>+ participate in regular ward rounds where appropriate, + establish processes and practices that enable participation of all members of the health care team, + establish practices that enable giving and receiving feedback</td>
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<td>Create an empowering work environment that enables the transfer of knowledge into practice</td>
<td>+ ensure staff have up to date performance reviews and professional development plans, + enable, facilitate and lead change initiatives, + recognize, nurture and grow talent, + establish processes and practices that enable participation of all members of the health care team as relevant, + establish practices that enable giving and receiving feedback and reflection on practice</td>
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<tr>
<td>Have an awareness of broader professional and health care issues and activities</td>
<td>+ participate in professional activities within the organization, + participate as an active member in professional associations, + seek opportunities for self professional development</td>
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<tr>
<td>Inspire and support others to achieve their potential</td>
<td>+ recognize, nurture and grow talent, + establish practices that enable giving and receiving feedback and reflection on practice, + establish a succession plan for key roles in the ward/unit</td>
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### WARD/UNIT MANAGEMENT

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<tr>
<td>Ensure the human, physical and financial resources of the ward/unit are managed, in collaboration with relevant subject matter experts, to deliver safe and efficient health care within available resources</td>
<td>+ develop rosters that ensure safe, quality care is delivered that match with the appropriate utilization of skills and knowledge of the nursing/midwifery team, + ensure appropriate equipment is available that enables hand washing processes for patients, staff and visitors, + participate in the development of the ward/unit budget build, + manage and report ward/unit financial performance against allocated budget, + manage and report on financial and clinical key performance indicators relevant to the ward/unit, + establish structures and processes that enable strategic planning for all members of the multidisciplinary team</td>
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<tr>
<td>Participate in problem solving in matters related to the functioning of the unit/ward</td>
<td>+ model critical thinking, + enable others to participate in problem solving for themselves or as part of the team, + provide opportunities for others to be innovative, + support decision making with evidence, + demonstrate accountability for decisions that are made</td>
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<tr>
<td>Establish and maintain processes to facilitate performance improvements</td>
<td>+ facilitate ward meetings for all members of the health care team, + establish processes that enable the use of patients and carers feedback to develop and improve services, + establish feedback processes to all staff that inform them of the ward/unit’s performance.</td>
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<tr>
<td>Manage ward/unit staff to facilitate growth and development</td>
<td>+ establish processes that ensure novice clinical staff are supported in their clinical practice and receive regular feedback on their performance, + all staff have annual performance reviews and development plans established</td>
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<tr>
<td>Monitor and maintain a safe environment for patients, staff and visitors, in collaboration with the relevant subject matter experts</td>
<td>+ establish processes and practices that enable participation of all members of the health care team to ensure that the ward/unit is safe, + establish processes that include those staff with expertise in clinical and occupational safety where appropriate, + institute processes that ensure data and information collected is used to inform decisions, + establish processes that ensure patients, carers and visitors are informed about safe practices in the unit/ward</td>
</tr>
<tr>
<td>Ensure and maintain knowledge and participation in business management activities within NSW DoH, AHS, organisational policy and procedures</td>
<td>+ participate where appropriate in activities outside the ward/unit, including in-services, conferences and membership to other groups, + develop processes that will enable feedback to all staff on key Department, AHS and organization activities and initiatives, + create processes that will ensure ward/unit activities and initiatives align with those of the Department, AHS and organization</td>
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The Nursing/Midwifery Unit Manager (N/MUM) role is pivotal to the co-ordination of patient care, ward management, and leadership for the professions of nursing and midwifery to ensure the delivery of high quality patient care and efficient use of resources.

In order to achieve this outcome there needs to be a clear understanding of the purpose, capabilities, and core functions of that role.

The NSW Public Health System Nurses’ & Midwives’ (State) Award states that the N/MUM is the “registered nurse in charge of a ward or unit or group of wards or units in a public hospital or health service or public health organisation”. The N/MUM is responsible for unit management, the co-ordination of patient services, and nursing/midwifery staff management.

The context for using the conceptual framework

This conceptual framework aims to further illustrate the purpose and broad functions of the N/MUM role, as defined by the Award, as well as indicators of the personal qualities that a N/MUM should be able to demonstrate.

The purpose, core functions, and activities that are described are intended to be those that are the most common for N/MUMs.

The purpose, core functions, and activities that are expressed or demonstrated will be dependent on the experience of the N/MUM, the clinical context, and the geographic location of work. As the manager of the unit the purpose of the N/MUM role is to;

- lead, direct, and co-ordinate patient care, at the ward/unit level
- ensure the practice of nursing/midwifery is safe and efficient, while maintaining standards of care
- lead and co-ordinate the health care team at the ward or unit level, and
- manage the business/management processes of the ward/unit

The personal capabilities of a N/MUM

The way in which the personal capabilities are expressed or demonstrated will be dependent on the skills, knowledge, and experience of the N/MUM within their work context. As the manager and leader of the nursing/midwifery unit, the N/MUM will demonstrate their capability through their attitude, skills, behaviour, and attributes.

The N/MUM should;

- have broad nursing/midwifery experience and knowledge
- have patients, families, and carers as the central focus of service delivery
- have professional integrity
- demonstrate ethical conduct
- have accountability
- be an advocate
- enable others
- cultivate collaborative relationships and effective team work
- be committed to advancing the profession of nursing/midwifery and care provision
- model openness to change

The core broad functions of a N/MUM role

The way in which the core functions and example activities are expressed or demonstrated will be dependent on the experiences of the N/MUM, the clinical context, and the geographic location of work.

The core functions and example activities described in the following tables are intended to be those that are the most common for N/MUMs.

The context of work is within the unit/ward or service that the N/MUM manages and is responsible and accountable for.

### Patient Care Co-ordination and the Practice of Nursing / Midwifery

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| Lead, direct and co-ordinate care in the ward/unit | - monitor & co-ordinate patient flow in and out of the unit  
- monitor and co-ordinate discharge planning and processes including patients’ EDD  
- attend to ward rounds where appropriate  
- ensure rosters are developed that support the delivery of excellent patient care  
- participate in random audits to validate that patients and carers know “who’s looking after me?”, “what’s happening next?” and “when am I going home?” |
| Facilitate collaborative teams in the delivery of patient care | - attend ward rounds with members of the multidisciplinary team where appropriate  
- lead discussions with doctors, nurses/midwives and allied health staff regarding clinical concerns  
- ensure all staff are easily identified for patients and cases, including their uniform and ID badge |
| Use patient and carer feedback to inform patient care delivery service | - meet and greet patients as often as possible depending on the clinical context  
- establish and maintain an audit tool that identifies how complaints and incidents are used to remodel patient service delivery  
- establish a feedback process for patients and carers to demonstrate service improvements  
- ensure complaints are managed in a timely manner  
- regular patient and carer stories are gathered and used to inform patient service delivery |
| Enable a culture of enquiry and questioning about the practice of nursing / midwifery | - through regular reviews and audits of the RMS system, informed decisions are made about practice improvement opportunities  
- participate in regular rounds identifying patients’ clinical needs and respond accordingly  
- establish and lead innovative activities that enable critical conversations and feedback best practice and opportunities for improvements  
- establish processes that ensure novice clinical staff are supported in their clinical practice and receive feedback on their performance |
| Establish and maintain the use of evidence based practice in the delivery of nursing / midwifery care | - ensure staff have an awareness, access and utilise current policies and procedures  
- establish work patterns and work structures that ensure novice clinicians are supervised and supported as they develop their competence  
- use information from RMS to inform clinical practice |
| Maintain knowledge of contemporary nursing / midwifery practice | - establish a standardised approach to clinical handover that identifies potential deteriorating patients  
- establish processes that monitor and ensure all staff participate in mandatory training  
- establish structures and processes that create a ward team culture of critical questioning and critical inquiry |
| Uphold the principles of practice as defined by the Nurses and Midwives Act 1991, Australian Nursing & Midwifery Council (ANMC) Codes of Conduct and Codes of Ethics and Professional Conduct | - ensure all nursing/midwifery staff have current registration  
- ensure rosters are developed that support the most effective and efficient team is on duty at all times  
- ensure 100% compliance with mandatory nurse/midwife training requirements |
| Establish and maintain a standard of practice that meets the ANMC competency standards, NSW Department of Health (NSW DoH), Area Health Service (AHS) and organisational policy and procedures | - ensure there are procedures in place that ensure all clinicians wash their hands before and after each patient contact  
- develop processes and checks in place that ensure all patients receive adequate nutrition and hydration  
- establish checks and audits to inform performance according to expected standards |

"Nursing/Midwifery Unit Managers want to make a difference!"