A Conceptual Framework
The Nursing/Midwifery Unit Manager role

“take the lead”
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 purpose of the N/MUM role

The way in which the purpose is 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.
## Functions of Patient Care Coordination and the Practice of Nursing / Midwifery

<table>
<thead>
<tr>
<th>Functions</th>
<th>Examples of activities</th>
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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 carers, including their uniform and ID badge |
| Use patient and carer feedback to inform patient care service delivery | + meet and greet patients as often as possible depending on the clinical context  
+ establish and maintain an audit trail 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 IIMS 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 | + establish a standardised approach to clinical handover that identifies potential deteriorating patients  
+ ensure staff have an awareness, access and utilise current policies and procedures  
+ ensure all medical/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  
+ ensure all nursing/midwifery staff have current registration  
+ 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 |
| Maintain knowledge of contemporaneous nursing / midwifery practice | + establish a standard approach to clinical handover that identifies potential deteriorating patients  
+ ensure all staff participate in mandatory training  
+ ensure 100% compliance with mandatory nurse/midwife training requirements  
+ ensure all medical/midwifery staff have current registration  
+ 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 |
| 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 medical/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  
+ ensure all nursing/midwifery staff have current registration  
+ 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!"
### NURSING / MIDWIFERY STAFF MANAGEMENT AND LEADERSHIP

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<tr>
<td>Be an exemplary role model for the professions of nursing/midwifery</td>
<td>+ role model through behaviour and communication styles the value of patients and carers&lt;br&gt; + model through behaviour and communication the value of the profession of nursing/midwifery&lt;br&gt; + display your photo and information on a “Welcome Board” in the entry of the ward/unit&lt;br&gt; + attend to regular ward rounds where appropriate for the clinical context&lt;br&gt; + meet and greet patients regularly where appropriate&lt;br&gt; + develop a process that enables succession planning for key roles in the ward/unit</td>
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<td>Establish and maintain relationships and trust</td>
<td>+ participate in regular ward rounds where appropriate&lt;br&gt; + establish processes and practices that enable participation of all members of the health care team&lt;br&gt; + 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&lt;br&gt; + enable, facilitate and lead change initiatives&lt;br&gt; + recognise, nurture and grow talent&lt;br&gt; + establish processes and practices that enable participation of all members of the health care team as relevant&lt;br&gt; + establish practices that enable giving and receiving feedback and reflection on practice</td>
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<td>Have an awareness of broader professional and health care issues and activities</td>
<td>+ participate in professional activities within the organization&lt;br&gt; + participate as an active member in professional association&lt;br&gt; + seek opportunities for self professional development</td>
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<td>Inspire and support others to achieve their potential</td>
<td>+ recognise, nurture and grow talent&lt;br&gt; + establish practices that enable giving and receiving feedback and reflection on practice&lt;br&gt; + establish a succession plan for keys roles in the ward/unit</td>
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<td>Enable others to achieve a shared vision</td>
<td>+ develop, in collaboration with the health care team a shared vision for the ward/unit&lt;br&gt; + model through behaviour and communication the shared vision&lt;br&gt; + establish practices that enable giving and receiving feedback and reflection on practice&lt;br&gt; + establish structures and processes that facilitate mentoring for staff members</td>
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### WARD/UNIT MANAGEMENT

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<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 matched with the appropriate utilisation of skills and knowledge of the nursing/midwifery team&lt;br&gt; + ensure appropriate equipment is available that enables hand washing processes for patients, staff and visitors&lt;br&gt; + participate in the development of the ward/unit budget build&lt;br&gt; + manage and report ward/unit financial performance against allocated budget&lt;br&gt; + manage and report on financial and clinical key performance indicators relevant to the ward/unit&lt;br&gt; + establish structures and processes that enable strategic planning for all members of the multidisciplinary team</td>
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<td>Participate in problem solving in matters related to the functioning of the unit/ward</td>
<td>+ model critical thinking&lt;br&gt; + enable others to participate in problem solving for themselves or as part of the team&lt;br&gt; + provide opportunities for others to be innovative&lt;br&gt; + support decision making with evidence&lt;br&gt; + demonstrate accountability for decisions that are made</td>
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<td>Establish and maintain processes to facilitate performance improvements</td>
<td>+ facilitate ward meetings for all members of the health care team&lt;br&gt; + establish processes that enable the use of patients and carers feedback to develop and improve services&lt;br&gt; + establish feedback processes to all staff that inform them of the ward/unit's performance</td>
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<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&lt;br&gt; + all staff have annual performance reviews and development plans established</td>
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<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&lt;br&gt; + establish processes that include those staff with expertise in clinical and occupational safety where appropriate&lt;br&gt; + Institute processes that ensure data and information collected is used to inform decisions&lt;br&gt; + establish processes that ensure patients, carers and visitors are informed about safe practices in the unit/ward</td>
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<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&lt;br&gt; + develop processes that will enable feedback to all staff on key Department, AHS and organisation activities and initiatives&lt;br&gt; + create processes that will ensure ward/unit activities and initiatives align with those of the Department, AHS and organisation</td>
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