



## Management of nursing and midwifery services

### **It is the position of the Australian Nursing and Midwifery Federation that:**

1. In order for nurses and midwives appointed to management positions to be accountable for facilitating effective, efficient and quality care they must have the authority and responsibility for strategic and operational leadership, governance and direction for the nursing and midwifery services.
2. Health and aged care organisations employing nurses and midwives must have nursing and midwifery organisational structures (reflecting the size of the organisation) that include:
  - 2.1 A senior nursing and/or midwifery position representing the nursing and midwifery service at the highest decision making level within the organisation;
  - 2.2 Clear professional lines of responsibility for nurses and midwives within the organisation.
3. Directors of Nursing (however titled) must be a registered nurse. Where this role provides oversight of a midwifery service, the Director of Nursing and Midwifery should be dual registered as a registered nurse and midwife. If the Director of Nursing is not dual registered, and there is a midwifery service, there should be a Director of Midwifery with allocated responsibility for professional leadership of midwifery.
4. Directors of Nursing and Midwifery are accountable for the governance and practice standards of nurses and midwives, the development and effectiveness of systems to support, evaluate and consistently improve nursing and midwifery practice and health work environments.
5. Directors of Nursing and Midwifery should have recognised management or other relevant qualifications or be working toward a management qualification; and have significant management experience.
6. Directors of Nursing and Midwifery must make certain that the management of nursing and midwifery services at all levels is undertaken by nurses or midwives with the appropriate qualifications and delegated authority.
7. Directors of Nursing and Midwifery should ensure that nurses and midwives interested in management positions are assisted in obtaining management qualifications.
8. Rural and remote hospitals/health services have unique needs and require on-site nursing/midwifery leadership and management.
9. Directors of Nursing and Midwifery must be fully participating members of the health facility/service management executive, including involvement in the selection process for other executive members.
10. Directors of Nursing and Midwifery must have authority and accountability for the management and functions of nursing and midwifery services. This authority should include:



- 10.1 the quality of nursing and midwifery services, including the development and maintenance of policies and procedures affecting nursing and midwifery practice;
  - 10.2 management of nursing and midwifery resources, including nursing and midwifery staffing and skills mix;
  - 10.3 nursing and midwifery education;
  - 10.4 preparation and control of the nursing and midwifery budget;
  - 10.5 nursing and midwifery research;
  - 10.6 development and implementation of the vision and strategic direction of nursing and midwifery services;
  - 10.7 work health and safety of nurses and midwives, including rehabilitation or return to work plans for injured or impaired nursing and midwifery staff.
11. The context in which registered nurses or midwives are employed as nurse or midwife managers shall include:
    - 11.1 all organisations, public and private, where nurses or midwives are employed as clinicians, educators, managers, project positions, and/or researchers;
    - 11.2 all government or statutory organisations responsible for, or associated with, the delivery of health services to the community;
    - 11.3 all educational organisations which offer undergraduate or postgraduate programs for nurses or midwives;
    - 11.4 all government, statutory or professional organisations responsible for, or associated with, the provision of continuing professional development programs for nurses and midwives.
  12. Nurse managers retain accountability for the functions associated with nurses and nursing; and midwife managers retain accountability for the functions associated with midwives and midwifery.
  13. Where nurses or midwives are employed as advisers/consultants in government or statutory organisations, they should be located within the nursing or midwifery section.
  14. Registered nurses or midwives must be included in staff selection panels, the recruitment process, including the review of position descriptions, and performance management arrangements for senior nurse or midwifery manager positions, and hold the majority of panel seats.
  15. Registered nurses and midwives in senior management positions must have input into their own performance appraisal process and/or personal development review, and those of other senior managers.

*Endorsed by Federal Executive June 1998  
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This position statement should be read in conjunction with the ANMF Policy *Nursing and midwifery within organisational structures*.