



Management of nursing and midwifery services position statement

1. Purpose

This position statement sets out the principles the Australian Nursing and Midwifery Federation (ANMF) considers should apply to the governance, leadership and management of all nursing and midwifery services. It applies wherever registered nurses or midwives are employed, including

- all public and private organisations where nurses or midwives are employed as clinicians, educators, managers, project officers or researchers
- all government or statutory organisations and executive boards responsible for, or associated with, the delivery of health services to the community and continuing professional development programs for nurses and midwives
- all educational organisations offering undergraduate or postgraduate programs for nurses or midwives.

2. Definitions

Organisational structure is the system used by an organisation to divide, organise and coordinate its activities and operations. It includes the relationships between departments and employees, and their roles and responsibilities.

3. Context

Nursing and midwifery leadership is critical to achieving safe, quality nursing and midwifery care.

If nurses and midwives appointed to management positions are to be held accountable for the quality, efficiency and effectiveness of nursing and midwifery care, they must have authority over, and responsibility for, the governance, leadership and strategic and operational direction of nursing and midwifery services.

4. Position

Organisations

It is the position of the ANMF that:

1. All organisations employing nurses and midwives must have nursing and midwifery organisational structures that reflect the size of the organisation and ensure reasonable workloads and clinical support for all nurses and midwives.
2. These structures must have:
 - a senior nursing and/or midwifery position – usually a director of nursing or a director of midwifery – representing the nursing and midwifery service at the highest decision-making level in the organisation¹

¹ Where an organisational structure is decentralised to a regional level, the region must have regional or area director of nursing and midwifery positions. Where size dictates, the role may be a combined director of nursing or midwifery/chief executive officer role if the role is held by a registered nurse or midwife and there are sufficient additional nursing and midwifery resources to support this combined role.



- a senior nursing or midwifery position in all multidisciplinary teams
 - clear roles, responsibilities and reporting lines for all nurses and midwives – with all nursing and midwifery positions including ‘nurse’ or ‘midwife’ in the position title
 - clear career pathways for all nurses and midwives in clinical care, management, education and research.
3. Nurses or midwives employed as advisers or consultants in government or statutory organisations should also be included in the nursing or midwifery organisational structure.
 4. All organisations must ensure that professional practice principles, including ongoing education and professional development; and formal performance or peer reviews are supported at all career levels across the nursing or midwifery organisational structure.
 5. The remuneration of nurses, midwives and assistants in nursing at all career levels across the nursing or midwifery organisational structure should reflect:
 - the principle of equal pay for work of equal value
 - the difference in work value and responsibility at each level.
 6. Incremental salary progression within the career structure should recognise the development of knowledge and skills as a specific outcome of experience and/or education at each level.

Directors of Nursing and Midwifery

It is the position of the ANMF that:

7. The Director of Nursing however titled must be a registered nurse.
8. The Director of Midwifery however titled must be a registered midwife.
9. Directors of nursing and midwifery should hold a recognised management or other relevant qualification or be working toward a management qualification and have significant management experience.
10. Directors of nursing and midwifery must have authority and accountability for developing and implementing the vision, governance, strategic direction and operations of all nursing and midwifery services.
11. This must include authority over:
 - the governance and practice standards for nurses and midwives and the systems to support, evaluate and consistently improve this practice
 - the quality of nursing and midwifery services and all relevant policies and procedures
 - the nursing and midwifery budget and resources, including nursing and midwifery staffing and skills mix
 - nursing and midwifery education and research
 - the workplace health and safety of nurses and midwives, including rehabilitation and return to work plans for nursing and midwifery staff.
12. Where a director of nursing role also has oversight of a midwifery service, the Director of Nursing and Midwifery must be a registered nurse and a registered midwife.



13. If a Director of Nursing also has oversight of a midwifery service but is not also a registered midwife, the service must appoint a Director of Midwifery to provide professional leadership of the midwifery services.
14. Directors of nursing and midwifery must be participating members of the executive team. This includes participating in the selection process for other executive members.

Nurse managers and consultants

15. Directors of nursing and midwifery must ensure all nursing and midwifery services are managed by nurses or midwives with appropriate qualifications and delegated authority.
16. Nurse managers must be accountable for the functions associated with nurses and nursing.
17. Midwife managers must be accountable for the functions associated with midwives and midwifery.
18. Registered nurses and midwives must be involved in the recruitment for all nursing and midwifery management positions. They must review position descriptions and performance management arrangements and hold most selection panel seats.
19. Registered nurses and midwives in senior management positions must have input into the performance review process for themselves and other senior managers.
20. Directors of nursing and midwifery should ensure that nurses and midwives interested in management positions receive help to obtain management qualifications.

Organisational change

21. Any organisational restructuring that affects nursing and midwifery positions must involve genuine consultation and negotiation with the ANMF, as well as:
 - ANMF representation on committees established to review, propose or trial changes
 - ANMF access to all reports and recommendations relating to the proposed changes
 - mechanisms to facilitate open discussion with all ANMF members affected by the proposed changes.
22. Any proposed changes to nursing and midwifery roles and titles; position descriptions; lines of accountability; reporting relationships; responsibilities; clinical governance; position numbers; and all other related matters must be negotiated with the ANMF and the nursing or midwifery staff likely to be affected.
23. All proposals must include risk assessments to determine the impact on the safety and quality of care.

5. Position statement management

Document type: Position statement	Review process: Federal Executive every three years
Title: Management of nursing and midwifery services	Next review: November 2025
Endorsed: November 2023	