

CAREER Structure & you

The twelfth edition of the Career Structure and You Newsletter provides information on the increase to up to 5 days per week of indirect productive time for Clinical Services Coordinators and the provision of Portfolio Management Time for Nursing and Midwifery Level 2 classifications.

Additional funding secured for Nursing and Midwifery.

The Nurses/Midwives (South Australian Public Sector) Enterprise Agreement 2007 provided for the introduction of a new Nursing and Midwifery Career Structure.

As part of the Enterprise Agreement 2007, there was agreement that 'the parties will consult over the level of backfilling required to implement the career structure changes' (Section 11.3).

The Career Structure Implementation Central Guidance Group (CSICGG) was responsible for facilitating and monitoring the Nursing and Midwifery Career Structure implementation.



During the course of implementing the Career Structure two specific areas were identified as requiring backfill. These being:

- the Clinical Services Coordinator (CSC) position for up to 5 days per week; and
- the support for portfolio management time for the Clinical Nurse/Midwife Level 2 positions.

The backfill requirement for each initiative and the related funding has now been finalised and the details of these initiatives are outlined below.

Clinical Services Coordinators increase of 2 days per week indirect productive time for unit/service coordination and leadership activities.

The Nurses/Midwives (South Australian Public Sector) Enterprise Agreement 2007 Section 11.6.3 provided CSC's 'with a minimum of an average 3 days per week (averaged across the health unit site) during which time they will not be counted towards meeting patient/client demand for staffing related purposes.'

This is in recognition of the service coordination, management and leadership requirements of the role. Along with previous provisions this increases the time CSC's are allocated up to five days per week. It is noted that there will be no change for the CSC roles already receiving five days per week.

The increase in risk management approaches, continuity of care and reduction of 'gaps' in care has markedly increased the importance and time required to 'run a service'. The Clinical Services Coordinator role is pivotal in the implementation

of strategies to embed person centred clinical practices improvement which enhance the efficiency and effectiveness of the service. This will lead to:

- improved proficiency in the service management of the wards/units
- improved patient outcomes through enhanced clinical practice and education, and
- support attraction, recruitment and retention through maximisation of career pathway opportunities of Nurses and Midwives.

The increase of up to five days per week, as outlined, has been identified as a key to facilitating the role translation to the new role of Clinical Service Co-ordinators.

Portfolio assignment and management time for Nursing and Midwifery Level 2 classifications.

The Nursing and Midwifery Career Structure provides for the introduction of two new Level 2 roles comprising of:

- the Associate Clinical Services Coordinator (ACSC); a member of the clinical practice team with the portfolio responsibilities that assist the Nursing or Midwifery Clinical Service Coordinator in their leadership of the nursing or midwifery team and the service area.
- the Clinical Nurse/Midwife (CN/M); a proficient clinician and member of the clinical practice team with responsibility for the guidance and development of less experienced staff. The inclusion of portfolio responsibilities in addition to the role responsibility of direct clinical care enables the clinical nurse/midwife to lead projects and programs that are aligned to agreed local strategic



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service directions and plans.

The provision of portfolio management time has been calculated for specific portfolio areas and responsibilities within a unit/service and is not based on a time allocation for each Level 2 position.

The portfolio management time for functional activities relates to providing time to undertake activities that are generally not factored into local staffing allocations, are considered integral to the implementation of the new classification and therefore the success of the career structure generally.

Regions along with health units/services are responsible for developing, monitoring and evaluating portfolio management plans which ensure the following five key portfolio areas facilitate professional, clinical practice, leadership development and improvements in service provision.

The five broad portfolio areas are:

- Clinical Practice Development – incorporating clinical practice planning, development/improvement and evaluation
- Leadership Development – fostering the development of leadership knowledge and skills
- Professional Development – promoting the development, training and education of the nursing and midwifery staff.
- Knowledge Resource – incorporating the fundamentals of nursing and or midwifery care and the areas that a nurse or midwife has particular expertise and knowledge base
- Coordination, Management and Planning – incorporating involvement in resource, and
- Infrastructure planning and evaluation.

The Guiding Principles for Portfolio Management for Nurse/Midwife (Level 2) Classifications have been developed in consultation with and endorsed by the Career Structure Implementation Central Guidance Group (CSICGG).

The aim of these guiding principles is to provide Nursing and Midwifery Leaders, Regions and health units/services with guidance related to the processes for allocation and management of portfolios for the Level 2 classification.

The process for Portfolio Management for Country Health SA.

To maximize the benefit of portfolio assignment across the region, Country Health SA's approach to portfolio management will be from a Regional perspective. The Country Nursing/Midwifery Executive will assume responsibility for identifying the priority portfolio areas and resource allocation in negotiation with the CHSA Directors of Nursing and Midwifery and will prepare, manage and submit the portfolio management plan for the Region.

Monitoring and evaluating the impact for Portfolio Management.

Regions in consultation with health units/services are responsible for establishing the mechanism for managing and recording the time assigned to the Level 2 for portfolio management.

Health units/services through their Region will be required to report to the Department of Health their performance against the time as well as the FTE allocation for portfolio management provided for within their budgets.

What benefits will these initiatives provide?

Both the increase in backfill for the Clinical Services Coordinators up to five days per week and the backfill of Level 2 Nurses and/or Midwives for portfolio management time improves the leadership and support of nurses and midwives at the ward/unit/service.

The portfolio management time provides real opportunities for Nursing and Midwifery clinical practice development with a supported structured organisational focus.

The benefits of these initiatives will be through the recruitment and retention of nurses and midwives and improvement in clinical practice and hence improved patient/client outcomes.

The Nursing and Midwifery Public Sector Career Structure provides real opportunities to attract and retain more Nurses and Midwives to the SA Public Health Sector. The transition of these Career Structure roles will be achieved with the funding and support of the above initiatives.

For more information go to;

www.nursingsa.com/prof_career.php

Contact your local/regional Human Resource Service or your Nursing and Midwifery Executive

Contact your ANF Organiser on Ph 08 83341900 or visit the ANF website at www.sa.anf.org.au

