



NURSE PRACTITIONER STRATEGIC FRAMEWORK 2008

This guide has been developed using ideas and information from the:

- Bayside Nurse Practitioner Service Plan Development Project 2006,
- Eastern Health Victorian Nurse Practitioner Project Service Plan Development Report 2006,
- Nurse Practitioner Project: Service Plan Development Northern Health, November 2006
- Southern Health Emergency Department Nurse Practitioner Model of Care and Final Project Report 2005
- Sydney West Area Health Service Nurse/Midwife Practitioner Information Guide 2007

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1. GENERAL OVERVIEW

Glossary

ANMC – Australian Nursing and Midwifery Council

DHS – Department of Human Services

DON – Director of Nursing

EDNM – Executive Director of Nursing and Midwifery

HPRA – Health Professionals Registration Act

NBV – Nurses Board of Victoria

NP – Nurse Practitioner

NPc – Nurse Practitioner candidate

SH - Southern Health

VNPP – Victorian Nurse Practitioner Project

Background

In Victoria, the role of the Nurse Practitioner (NP) has been supported by the State Government since 1998 when work began on the legislative and professional framework to support the new role. The initial Nurse Practitioners were endorsed by the Nurses Board of Victoria in 2004 and were the first to use the protected title of Nurse Practitioner. To date, 40 individuals have successfully obtained their Nurse Practitioner endorsement in Victoria and there are about 260 nurses nationally authorised as NPs by their respective registration bodies.

In 2004/2005, work began on developing National Competency Standards for the Nurse Practitioner by the Australian Nursing and Midwifery Council (ANMC) and a framework for educational standards for NP programs. This work was to provide nationally agreed core competency standards for all state and territory nursing and midwifery regulatory authorities to adopt.

The Victorian Nurse Practitioner Project (VNPP) was established by the Department of Human Services (DHS) to progress the implementation of the NP role in Victorian public health services. Initially the VNPP provided the focus for the policy and legislative framework to support the implementation of the NP role and to fund demonstration projects. Since 2004, the VNPP has been assisting public health services with funding for establishment projects and NP service planning as well as scholarships to support nurses undertaking the academic preparation to become endorsed as NPs.

Southern Health was involved in the third phase of the VNPP and was funded to implement an Emergency NP model at Monash Medical Centre Clayton and Dandenong Hospital Emergency Departments. The outcomes of that project include the successful preparation and endorsement of a NP (endorsed in 2006) who is currently employed in the Emergency Department at Dandenong Hospital. Since this time, there have been no further Nurse Practitioners endorsed within Southern Health.

Definition and Role

The Australian Nursing and Midwifery Council define a Nurse Practitioner as:

A nurse practitioner is a registered nurse educated and authorised to function autonomously and collaboratively in an advanced and extended clinical role. The nurse practitioner role includes assessment and management of clients using nursing knowledge and skills and may include but is not limited to the direct referral of patients to other health care professionals, prescribing medications and ordering diagnostic investigations. The nurse practitioner role is grounded in the nursing profession's values, knowledge, theories and practise and provides innovative and flexible health care delivery that complements other health care providers. The scope of practice of the nurse practitioner is determined by the context in which the nurse practitioner is authorised to practise (ANMC, 2005)

This definition has been accepted by the Nurses Board of Victoria.

The national competency standards for the nurse practitioner build on the core competency standards for registered nurses and midwives, as well as the advanced nursing practice competency standards. These have now been accepted by all the state and territory nursing and midwifery regulatory authorities.

The following assumptions underpin use of the competency framework:

1. The nurse practitioner is a registered nurse whose practice must first meet the following regulatory and professional requirements for Australia and New Zealand and then demonstrate the additional requirements of the nurse practitioner:
 - National Competency Standards for the Registered Nurse
 - Code of Ethics for Nurses
 - Code of Professional Conduct for Nurses
2. The nurse practitioner standards build upon the existing Advanced Nursing Practice Competency Standards used respectively in Australia and New Zealand.
3. The nurse practitioner standards are based on the findings from the Nurse Practitioner Standards Research Project. They are developed to ensure safe nurse practitioner practice that relates to a specific field of health care.

4. The nurse practitioner standards are core standards that are common to all models of nurse practitioner practice. They can accommodate specialty competencies that are designed to meet the unique health care needs of specific client/patient populations.
5. The nurse practitioner standards will be used by nurse practitioner education providers to develop the content and process requirements for a nurse practitioner education program.
6. The nurse practitioner standards will be used by regulatory authorities to determine the eligibility of nurse practitioners seeking authorisation as nurse practitioner in Australia and New Zealand.

Nurse/Midwife practitioners must demonstrate competence across three standards that are:

Standard 1

Dynamic practice that incorporates application of high-level knowledge and skills in extended practice across stable, unpredictable and complex situations

Standard 2

Professional efficacy whereby practice is structured in a nursing model and enhanced by autonomy and accountability

Standard 3

Clinical leadership that influences and progresses clinical care, policy and collaboration through all levels of health care

Further information regarding the AMNC competency standards can be viewed at
<http://www.nbv.org.au/media/51813/anmc%20national%20competency%20standards%20np.pdf>

Endorsement by the Nurses Board of Victoria (NBV)

The title of Nurse Practitioner is legally protected within Victoria, and as such only those nurses who are endorsed by the NBV may call themselves Nurse Practitioners. As of June 2008, there were 40 Nurse Practitioners authorised in Victoria.

Under the *Health Professional Registration Act (HPRA) 2005*, (enacted July 1 2007) relevant boards need to establish a Prescribing Practice Advisory Committee (PPAC) to advise the board on matters including:

- the categories of nurse practitioner for which a nurse's registration may be endorsed
- the curriculum, content and standard of courses of study required of a NP
- the content and standard of clinical experience required of a NP
- the Schedule 2,3, 4 or 8 poisons¹ that each NP category has prescribing rights to and should be authorised to obtain and have in his or her possession and use, sell or supply under the *Drugs, Poisons and Controlled Substances Act 1981*
- the guidelines for health practitioners with endorsement of registration, and
- the requirements of the on-going education for NPs

The NBV requirements (including academic) for endorsement as an NP (and the associated procedures and processes) under the HPRA are currently being finalised and then will be submitted to the Minister for Health for approval.

To date, NBV has sought the Ministers approval to establish 12 categories of NP practice and received approval for the categories and the associated list of drugs associated with each category. Under HPRA, the NBV is reviewing the categories for NP practice and will be recommending a framework for future NP practice areas and the associated scope of prescribing practice. This work and the revised NBV process for endorsement is anticipated to be agreed in 2008.

¹ "Poisons" is used in this context as this is the terminology used by the relevant legislation i.e. the Drugs, Poisons and Controlled Substances Act (date). A more consumer friendly term would be medicines.

Preparation to be a Nurse Practitioner

This can be viewed in detail on the NBV webpage:

<http://www.nbv.org.au/media/43422/current%20process%20nurse%20practitioner%20endorsement.pdf>

The entry to practice level for NP in Victoria is generally accepted as a Masters level of educational preparation including pharmacology studies also at Masters level.

This includes courses of study designed to ensure graduates meet the NP competency Standards e.g. Masters of Advanced Nursing Practice (Nurse Practitioner) and other clinically based Masters degrees.

Courses accredited by the NBV which may lead to endorsement as a Nurse Practitioner can be found on the NBV website at

<http://www.nbv.org.au/media/43419/accredited%20courses%20nurse%20practitioner%20feb2008.pdf>

The preparation for NP includes the NBV requirements as well as other specific employer requirements of the role that may be determined by the specific clinical area or model of care or NP role requirements. It is therefore critical that the preparation of the NP be seen as partnership between the nurse, the employer and where relevant the educational provider(s).

Nurses who are employed by a health service to be working towards the Nurse Practitioner title are called Nurse Practitioner candidates (NPc). A Nurse Practitioner candidate is paid at their substantive salary (Australian Industrial Relations Commission, 2005) until they become endorsed as a Nurse Practitioner, when they are reclassified as a Grade 6 Registered Nurse as per the Deed and Schedules between ANF, HSU1 and VHIA dated 25 October 2007 in relation to General Nurses².

² This document requires submission to the Workplace Authority once agreed to by a majority of staff. It will be then known as "Nurses (Victorian Public Health Sector) Multiple Business Agreement 2007 – 2011".

The NPc title can only be used by a Nurse Practitioner candidate in Southern Health if they are in a role supported by the health service, and have a letter confirming their appointment into this role from their site/program DON.

2. STRATEGIC APPROACH

The Nurse Practitioner role is at the apex of clinical nursing practice. To ensure NP roles are developed with the consideration and planning they deserve, a strategic approach is required. The establishment of a Nurse Practitioner position in a site/service within Southern Health is to be guided by collaborative planning, practice, implementation and evaluation within the service/area the nurse will be employed within.

All Nurse Practitioner roles within Southern Health require development within the framework set out within this document.

Nurse Practitioner Role Development

The Southern Health Nurse Practitioner Steering Committee will identify and prioritise areas for the development of all Nurse Practitioner roles within the health service. As such, a two stage process has been developed to ensure adequate understanding of the advanced practice role of a Nurse Practitioner, role planning, stakeholder analysis and resource allocation have been put in place for Nurse Practitioner role development. The two stages are:

1. **Expressions of Interest** for developing Nurse Practitioner roles must be submitted to the Nurse Practitioner Steering Committee, via the Executive Director of Nursing and Midwifery, who is the committee Chair,
2. These Expressions of Interest will be reviewed, and if approved, an invitation will be extended to complete a **detailed submission** to the Southern Health Nurse Practitioner Steering Committee.

Alignment to Government and Southern Health Plans

Establishment of NP positions will be in alignment with specific Government Health Plans, where appropriate, including those developed by the:

- Federal Department of Health and Ageing
- Victorian Department of Human Services
- Local Government

Establishment of NP positions will be in alignment with Southern Health plans including, where appropriate:

1. Strategic Plan including the
 - Strategic Direction of the organisation
 - Southern Health goals
 - Southern Health values
2. Southern Health Clinical Service Plan 2005-2010
3. Specific Service Plans for the area

Nurse Practitioner Endorsement Process

The Nurse Practitioner endorsement process is completely separate from Southern Health developing and supporting Nurse Practitioner positions. The Nurse Practitioner endorsement process is undertaken by the Nurse Board of Victoria. This process is discussed on page 8 of this document; it can also be viewed at <http://www.nbv.org.au/media/43422/current%20process%20nurse%20practitioner%20endorsement.pdf>

As with all professional roles, the obligation is on Southern Health to ensure that nurses practising in Nurse Practitioner roles have access to the resources needed to deliver services to the public that are safe and of acceptable quality. Nurse Practitioners are covered by the Southern Health Insurance Policy as per any other nurse or midwife employed within the organisation.

Standardisation of Position Description across Southern Health

The purpose of the standardisation of NPc and NP Position Descriptions is to provide a consistent strategic approach within Southern Health regarding the recognition, job summary and responsibilities/accountabilities of these positions.

Specific Key Performance Indicators would then need to be developed for each NPc and NP which takes into consideration the context and the specifics of their role. These would need to be reviewed no less than yearly in line with the performance appraisal of the NPc and NP.

Please see the positions descriptions on Appendix 1 (Nurse Practitioner candidate) and Appendix 2 (Nurse Practitioner) of this framework.

3. GOVERNANCE

Southern Health Nurse Practitioner Steering Committee

The role of the steering committee is to:

- Provide governance and oversight of the design, implementation and evaluation of Nurse Practitioner Roles within Southern Health
- Support and inform the development of the strategic framework

The responsibilities of the steering committee will be to:

- Endorse the completed strategic framework including generic Position Descriptions
- Identify priority areas for Nurse Practitioners which align with Southern Health strategic direction, service plans and Government directives/funding
- Have responsibility for overseeing the Nurse Practitioner's safety and improvement systems, assessed against the Southern Health strategic and operational/service plans, and Government requirements and community expectations
- Oversee a communication and information technology strategy
- Ensure that there is effective review and an accountability and governance structure of Nurse Practitioner roles
- Facilitate evidence and information to inform strategic development and implementation of the Nurse Practitioner role
- Review applications from Program Directors/Service Directors/Managers developing Nurse Practitioner roles
- Ensure that the Nurse Practitioner have defined their role and that this is evidence based and in accordance with Southern Health Policy
- Ensure the Southern Health Medication Safety Committee is aware of the drugs that are identified for use by the Nurse Practitioner in the formulary, and ensure clinical appropriateness and consistency with local policy
- Ensure an education plan is in place for each authorised position, and made explicit within the position plan

The NP steering committee members will include

- Executive Director of Nursing and Midwifery
- Manager of Southern Health Nursing and Midwifery Advancing Practice
- Manager - Nurse Workforce Policy and Programs, Department of Human Services
- Manager - Policy Research and Practice Standards, Nurses Board of Victoria
- Professional Officer – Australian Nursing Federation, Victorian Branch
- Executive Director of Medical Services
- Nurse Practitioner Representative
- Director of Nursing Representative
- Program Director of Nursing Representative
- Pharmacy Representative
- Diagnostic Imaging Representative
- Pathology Representative
- Other co-opted by need

Conduct of Meetings

- I. The Executive Director of Nursing and Midwifery is the chair of the Southern Health NP strategic steering committee.
- II. Quorum: the quorum will be fifty percent of listed members, plus one. Where a quorum is not reached, a meeting may still proceed, but decisions made must be ratified at the next meeting having a quorum,
- III. Voting: all members will have an equal vote. The chairperson may cast the deciding vote
- IV. Frequency of meetings: meetings to be held bi-monthly
- V. Duration of meetings: meetings are to be for a maximum of one (1) hour
- VI. Location of meetings: meetings are to be held at a time and place decided by the chairperson
- VII. Frequency of attendance to meetings: 70% attendance is required by all members
- VIII. Proxy attendance is available if committee member is unable to attend

Manager with Nurse Practitioner portfolio responsibility

The Manager of Southern Health Nursing and Midwifery Advancing Practice, a role directly accountable to the Executive Director of Nursing and Midwifery, will have responsibility for the Nurse Practitioner portfolio. This includes:

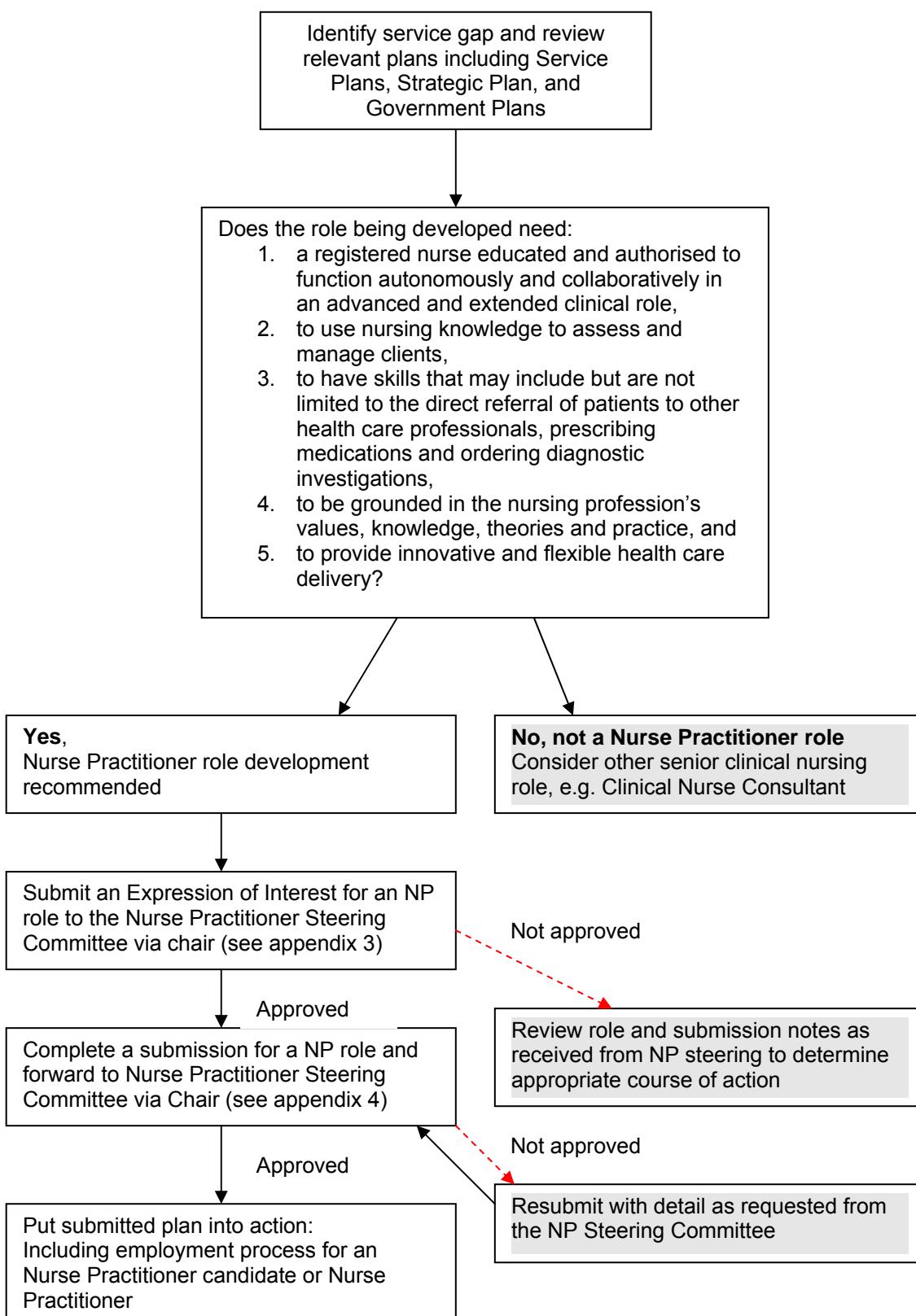
- providing assistance and expertise in NP role development,
- being the secretary of the Southern Health Nurse Practitioner Steering Committee,
- chairing the Nurse Practitioner and Nurse Practitioner candidates meeting monthly,
- chairing open forums to present and discuss the NP strategy, and
- reporting progress and outcomes of the above mentioned meeting to the EDNM monthly, and the NP Steering Committee Bi-monthly, as appropriate

Nurse Practitioner and Nurse Practitioner Candidate meetings

Monthly meetings will be held to bring together all the Nurse Practitioners and supported Nurse Practitioner candidates from across Southern Health. This meeting will be a forum to discuss various issues and themes particular to the Nurse Practitioner role. The meeting will be chaired by the Manager of Southern Health Nursing and Midwifery Advancing Practice. Strategic matters from this meeting may be reported back to the Steering Committee if deemed appropriate by the members of this meeting.

Open forums will also be held across Southern Health for all staff interested in Nurse Practitioner roles and may also be attended by those NPc who are not in supported Southern Health roles. These forums will be advertised across all sites and services, and chaired by the Manager of Southern Health Nursing and Midwifery Advancing Practice, and may at times be attended by the Executive Director of Nursing and Midwifery and other persons on the Nurse Practitioner Steering Committee.

4. PROCESS FOR THE DEVELOPMENT OF SOUTHERN HEALTH NURSE PRACTITIONER ROLES



Review of Services and Role Development

When considering a NP within a service it is important to establish this role in the same manner as other health worker positions. The facility, program or service manager will undertake the services review, which may lead to the development of a Nurse Practitioner position in line with the SH framework outlined within this document. Investigation and planning should occur to understand:

1. what the service needs or service gaps are,
2. what skills or knowledge a health worker should have to fit this need, and
3. then what are the potential roles that could be employed
4. the proposed role redesign
5. the clinical governance model for the role
6. specific stakeholder consultation

Specific attention is required as to whether a Nurse Practitioner role or another role such as a Clinical Nurse Consultant is better suited for the role. A Nurse Practitioner is:

1. a registered nurse educated and authorised to function autonomously and collaboratively in an advanced and extended clinical role
2. able to use nursing knowledge to assess and manage clients
3. has skills and may include but are not limited to the direct referral of patients to other health care professionals, prescribing medications and ordering diagnostic investigations
4. grounded in the nursing profession's values, knowledge, theories and practice and
5. able to provide innovative and flexible health care delivery

Submission to Steering Committee

Once this role analysis has been undertaken, and it has been determined that a NP role is required, a two staged process as described below is required:

1. Expressions of Interest for developing Nurse Practitioner roles must be submitted to the Nurse Practitioner Steering Committee, via the Executive Director of Nursing and Midwifery, who is the committee Chair,
2. These Expressions of Interest will be reviewed, and if approved, an invitation will be extended to complete a detailed submission to the Southern Health Nurse Practitioner Steering Committee.

Stage 1. Expression of Interest (Overview of the proposed model)

An expression of interest must be submitted to the Southern Health Nurse Practitioner Steering Committee, in no more than 2 pages. The following areas need to be addressed in the Expression of Interest (please see complete form in Appendix 3)

1. Describe the proposed model of care that a NP role will support
2. When implemented, what will be the impact on the current model of care?
3. When fully implemented, what will be the NP role?
4. What specific service gaps does the proposed model and specific NP role address?
5. Provide information about the extent to which the proposed model aligns to the Southern Health Strategic Plan, and other plans (i.e. DHS, local Government, service plans etc)
6. Describe the level of support at the executive level and specific clinical level for this role
7. Show approval (signature) from the Operations Manager/Director of Nursing and the program Director of Nursing as appropriate.

Stage 2. Submission for a Nurse Practitioner Role

To be completed **only** at the invitation of the Southern Health Nurse Practitioner Steering Committee. This document will detail the following criteria:

1. There is a demonstrable need
2. There is a clearly definable scope of practice
3. There is demonstrated support for the role from key stakeholders
4. The role can be funded within the existing budget or has approval for addition budget from the Operations Director/Director of Nursing

5. The requirements for an education program and other resources have been identified
6. Other considerations

Please see appendix 4 for completion and submission.

Approval Process by Steering Committee

If the document is complete and aligns with all of the appropriate plans, the steering committee may then:

- authorise the establishment of the role as either a Nurse Practitioner or a Nurse Practitioner candidate
- ensure governance structure in place for Nurse Practitioner role
- ensure they incumbent is supported within the NP and NPc monthly meetings, and
- ensure there is an effective review and accountability structure for the NP or NPc

5. EDUCATION REQUIREMENTS FOR NURSE PRACTITIONER CANDIDATES AND NURSE PRACTITIONERS

It has been recognised that the education of the Nurse Practitioner candidates and ongoing education of the endorsed Nurse Practitioner has been previously identified as one of the most challenging areas of role implementation at Southern Health. The nature and amount of education required for each NPc and NP will be dependant on the needs of the individual practitioner, their prior experience, the context of the role and the specific scope of the role. Additionally, as these roles progress, it is expected that the Master of Nurse Practitioner degrees offered by relevant Universities, will close the theory-practice gap further supporting the Nurse Practitioner candidate. The internship module that applicants must now undertake will support this.

All NPc and NP roles must have at least 20% of their Effective Full Time (EFT) as “non-clinical” time. This equates to 1 day per week for full time NP and NPc. This must be built into the budget as an ongoing component of any NP and NPc role.

An education plan is required for all Southern Health NPc and NP. This plan needs to recognise that NP/candidates will require significant initial and ongoing education to undertake their role and identify potential areas where education can be accessed.

All education plans for NP and NPc roles at Southern Health must include:

1. Development of a specific clinical education plan as per the context of role
 - 1.1. Ensure two medical mentors have been identified
 - 1.2. Ensure one nursing mentor has been identified
 - 1.3. Alignment with any relevant state-wide NP collaborative
 - 1.4. Attendance at monthly Southern Health NP/NPc meetings to ensure collegiality, nursing context and strategic alignment
 - 1.5. Attendance at relevant conferences/seminars in both the NP, nursing and medical arena
2. NPc and NP keep a progressive log regarding all of their non-clinical activities (including education)
3. An outline of how education of NPc will be assessed/evaluated to ensure it is relevant to the context of the NPc role

6. EVALUATION OF NURSE PRACTITIONER ROLE

Evaluation of the Nurse Practitioner Role is required to ensure quality of health care delivery and responsiveness to the community/patient needs. It is a requirement that each area that a NP and NPc practices within can demonstrate the outcomes of their NP role. This includes the use of evaluation tools and individual annual performance appraisal.

Evaluation Tools

Within Southern Health evaluation tools have been developed in the initial Emergency NP role implementation. These tools have been validated via research, and as such provide a good basis for evaluating all NP and NPc roles. These tools are able to be adapted to local need and used by other disciplines to help evaluate their role and audit many of their skills.

An Evaluation Framework is outlined in Appendix 5 of this document. It is advised that this framework is used to ensure consistency across Southern Health. Examples of these tools for these are also attached.

Further evaluation can be undertaken specific to the Nurse Practitioner role, and the context of the position.

Performance Appraisal

An annual appraisal is required for all Southern Health staff including NP and NPc. The model for performance appraisal for NP and NPc is as follows (and in accordance with the NP and NPc position description):

- The Director of Nursing (site or program depending on context of role) will oversee the performance appraisal
- The Manager who holds the budget under which the NP or NPc is employed (may be a NUM or service director)

As with any senior role at Southern Health there is an expectation that a 360 degree feedback model may be used, or information may be sort from other health professionals working with the NP to provide feedback re performance to the performance planning process.

Specific Key Performance Indicators would then need to be developed for each NPc and NP which takes into consideration the context and the specifics of their role. These would need to be reviewed within the performance appraisal of the NPc and NP.

Current Southern Health Human Resource procedures will be undertaken if the NP or NPc is not performing in their role.

Appendix 1**Southern Health*****Position Description***

Position Title:	Nurse Practitioner candidate
Classification:	Substantive salary until endorsement as NP with NBV
Reports to:	<p>Operationally: Cost Centre Manager (may be a NUM or service director)</p> <p>Professionally: Operations Manager / Director of Nursing or Program Director of Nursing depending on the context of the appointment</p>
Department/ Cost Centre:	Southern Health wards/ units (depending on location)

1. Southern Health

Southern Health is the largest health service in Melbourne and provides comprehensive integrated health care services to over 750,000 people in the south-eastern suburbs of metropolitan Melbourne and nearby catchment populations.

Southern Health has a commitment to good practice, planned health promotion with a view to addressing the broader determinants of health, in all areas of professional practice. Our services include public hospital services; aged in-patient, community and home care services; and in-patient and community mental health services.

As the largest public healthcare employer in Victoria, Southern Health employs approximately 11,200 employees and has an annual turnover in excess of \$850 million. In 2006/2007 we treated more than 170,000 patients in our hospitals, performed 36,500 operations and provided in excess of 762,000 episodes of care including outpatients, emergency attendances and other services.

Southern Health is affiliated with several Universities for teaching undergraduate and postgraduate: medical, midwifery and nursing students. Southern Health also provides extensive postgraduate study and medical research.

Further information on Southern Health is available at www.southernhealth.org.au

2. Job Summary

The Nurse Practitioner candidate must be working towards their endorsement as a Nurse Practitioner by the Nurses Board of Victoria. This involves ensuring that all the Key Selection Criteria set by the NBV are being addressed to ensure endorsement. It is expected that most NPc's will be endorsed within 24 months of their candidature commencing. Any potential exceptions must be discussed by the candidate and their managers. The Southern Health NP steering committee must be given at least 4 months notice if this time frame is not anticipated to be met.

The Nurse Practitioner candidate is working towards being

1. a registered nurse educated and authorised to function autonomously and collaboratively in an advanced and extended clinical role
2. able to use nursing knowledge to assess and manage clients
3. has skills and may include but are not limited to the direct referral of patients to other health care professionals, prescribing medications and ordering diagnostic investigations
4. grounded in the nursing profession's values, knowledge, theories and practice and
5. able to provide innovative and flexible health care delivery

The specific scope of practice of the Nurse Practitioner candidate is determined by the context in which the nurse practitioner is authorised to practice.

The Nurse Practitioner candidate will become recognised as an expert practitioner and clinical leader with advanced knowledge, skills and recognised competence. The Nurse Practitioner candidate promotes nursing and explores the boundaries of nursing practice through the use of evidence based and best practice literature.

The Nurse Practitioner candidate will be actively engaged in their own professional development, ensuring they are working towards the NBV requirements for endorsement as an NP and the National Competency Standards for NPs. They will also be committed to the professional development of others and with their expert knowledge and skills, influence and direct policy within their area of employment and expertise.

They will also ensure that the vision, purpose and values of the organisation are understood and integrated into daily practice. A commitment to their own professional development and achievement of unit and organisational performance indicators is also required.

The Nurse Practitioner candidate will be cognisant of the scope of practice for the position and function in accordance with this. They will develop competence in the domains identified by the Australian Nursing and Midwifery Council (ANMC).

The NPc will be directly involved in research and leadership both at a departmental and organisational level. In addition, it is expected that the NPc will be representing SH outside of the organisation through activities such as (but not limited to): conference presentations, contributing to the body of nursing research, and being actively involved in professional associations.

Work Area

This section must include a summary of the specific work area of the Nurse Practitioner candidate.

3. Nature and Scope of the Position

Dimensions	Employment status and hours of Nurse Practitioner candidate positions will be determined according to individual program, unit, ward requirements.
Direct reports	None
Work relationships	Internal: Clients, patients and professionals linked to the specific Nurse Practitioner candidate role

4. Responsibilities/Accountabilities

Operational / Clinical

- Progressing towards autonomous and independent practice with respect to individual competencies and scope of practice, with appropriate supervision, consultation and collaboration with other members of the health care team to ensure the delivery of patient centered care.

- Combines developing assessment skills to move towards understanding the clinical, physical, psychosocial assessment findings, interpretation of health history, diagnostic test results, and appropriate consultation with and referral to other health care providers that would become part of a comprehensive, high quality, problem focused patient centered management plan
- Communication of health care findings, diagnosis, prognosis and options for management with the patient, family and other relevant health care providers in a language that is clearly understood
- Promotes nursing and explores the boundaries of nursing practice through the use of evidence based literature.
- Undertakes education towards developing the ability to initiate and request relevant diagnostic investigations (diagnostic imaging and/or pathology) based on the patient's identified health care needs.
- Undertakes an approved Therapeutic Medication Module, and further develops/informs the Southern Health formulary and the scope of prescribing practice for their specified area of practice (defined by the approved NP formulary)
- Is an integral part of the senior multi-disciplinary health care team
- Establishes relationships and liaises with relevant inpatient / other specialty medical / multidisciplinary health care providers to meet the patient's identified health care needs
- Initiates, contributes and facilitates research and quality improvement activities relevant to clinical practice, as an individual, and in collaboration with other members of the health care team to improve service delivery
- Delivers patient education as required
- Assist with policy development within their area of employment and expertise.
- Commitment to submitting for endorsement with the NBV as a Nurse Practitioner within 24 months of commencement of the candidacy, or as negotiated with DON.

Financial Management

- Demonstrate effective and efficient use of resources in the delivery of services
- Initiate and implement actions to improve the financial effectiveness of all functions, under the positions control

Human Resources Management

- Become a leader in their field through facilitating the professional development of colleagues, through the use of their expert knowledge and skills,
- Influence policy within their area of employment and expertise.
- Assist in orientation of all new staff to area ensuring an understanding of the Nurse Practitioner candidates role and responsibilities
- Participate in orientation, preceptorship and mentoring of new staff and students
- Participate in mentorship program (as described in education plan)
- Understand separate and interdependent roles and functions of the health care team
- Demonstrate a commitment to organisational change
- Accept responsibility for own continuing professional development
- Undertake annual performance appraisal and identify learning needs
- Demonstrates comprehensive knowledge and understanding of, and practices according to, professional standards, codes of ethics and conduct, relevant legislation and regulations as established by the Nurses Board of Victoria and professional organisations, for the advanced practice role

Adherence to Privacy/Confidentiality Requirements

- Adhere to Victorian privacy laws – Information Privacy Act 2000 and the Health Records Act 2001, as well as other laws that regulate the handling of personal information

5. Key Behavioural Requirements

The incumbent will undertake the role in a manner that demonstrates commitment to the positive leadership behaviours of Southern Health, to the principles of working together and to Southern Health's Vision, Purpose and Values.

Southern Health Values:

Integrity	Honesty, open and transparent, admit mistakes, maintains confidentiality, fairness, builds trust.
Compassion	Empathy, sensitivity, concern for others, interacts with dignity, tolerance, anticipates needs
Accountability	Understands roles, uses resources wisely, delivers on time, timely decision making, achieves stretch goals, takes responsibility for performance
Respect	Builds relationships, courteous, listens and understands, gives & receives

	feedback, sensitivity & understanding, values difference & individual worth
Excellence	Supports creativity & innovation, proactive & solution focused, seeks out opportunities, embraces quality improvement, professionalism

6. Qualifications/ Memberships/ Licenses

Registered Nurse (Division 1, 3 or 4) within State of Victoria (NBV)

Membership of professional nursing bodies/organisations

7. Key Selection Criteria

- Extensive clinical practice working in area of practice
- Working towards a Masters of NP knowing that this must be completed prior to applying for endorsement with NBV

8. Other Position Requirements

It is the responsibility of the Nurse Practitioner candidate to ensure that he/ she meets all criteria identified as mandatory by the NBV and organisation within the 2 year from commencement as a NPc

The NPc is expected to contribute to the development of the service model they will be operating within, particularly where a new role is under development

To participate in continuous improvement activities as required using EQuIP accreditation program.

Appointment is subject to a satisfactory police check prior to commencing, unless the applicant is already a staff member currently employed in a direct care position.

Approved (Job Title) _____

Date _____

Appendix 2**Southern Health*****Position Description***

Position Title:	Nurse Practitioner
Classification:	RN Grade 6 Nurse Practitioner Year 1 (NO1) RN Grade 6 Nurse Practitioner Year 2 (NO2)
Reports to:	Operationally: Cost Centre Manager (may be a NUM or service director) Professionally: Operations Manager / Director of Nursing or Program Director of Nursing depending on the context of the appointment
Department/ Cost Centre:	Southern Health wards/ units (depending on location)

1. Southern Health

Southern Health is the largest health service in Melbourne and provides comprehensive integrated health care services to over 750,000 people in the south-eastern suburbs of metropolitan Melbourne and nearby catchment populations.

Southern Health has a commitment to good practice, planned health promotion with a view to addressing the broader determinants of health, in all areas of professional practice. Our services include public hospital services; aged in-patient, community and home care services; and in-patient and community mental health services.

As the largest public healthcare employer in Victoria, Southern Health employs approximately 11,200 employees and has an annual turnover in excess of \$850 million. In 2006/2007 we treated more than 170,000 patients in our hospitals, performed 36,500 operations and provided in excess of 762,000 episodes of care including outpatients, emergency attendances and other services.

Southern Health is affiliated with several Universities for teaching undergraduate and postgraduate: medical, midwifery and nursing students. Southern Health also provides extensive postgraduate study and medical research.

Further information on Southern Health is available at www.southernhealth.org.au

2. Job Summary

The Nurse Practitioner must be endorsed by the Nurses Board of Victoria. The Nurse Practitioner role includes assessment and management of clients using nursing knowledge and skills and may include but is not limited to the direct referral of patients to other health care professionals, prescribing medications and ordering diagnostic investigations.

The role is grounded in the nursing profession's values, knowledge, theories and practice and provides innovative and flexible health care delivery that complements other health care providers.

The scope of practice of the nurse practitioner is determined by the context in which the nurse practitioner is authorised to practice.

The Nurse Practitioner is a recognised expert practitioner and clinical leader with advanced knowledge, skills and recognised competence. The Nurse Practitioner promotes nursing and explores the boundaries of nursing practice through the use of evidence based and best practice literature.

The Nurse Practitioner will facilitate the professional development of colleagues, and with their expert knowledge and skills, influence and direct policy within their area of employment and expertise.

They will also ensure that the vision, purpose and values of the organisation are understood and integrated into daily practice. A commitment to professional development and achievement of unit and organisational performance indicators is also required.

The Nurse Practitioner will be cognisant of the scope of practice for the position and function in accordance with this. He/ she will demonstrate competence in the domains identified by the Australian Nursing and Midwifery Council (ANMC).

The Nurse Practitioner will be directly involved in research and leadership both at a departmental and organisational level as well as outside of this arena. It is expected that the NP will be representing SH outside of the organisation through activities such as (but not

limited to): conference presentations, contributing to the body of nursing research, and being actively involved in professional associations.

Work Area

This section must include a summary of the specific work area of the Nurse Practitioner.

3. Nature and Scope of the Position

Dimensions	Employment status and hours of Nurse Practitioner positions will be determined according to individual program, unit, ward requirements.
Direct reports	None
Work relationships	Internal: Clients, patients and professionals linked to the specific Nurse Practitioner role

4. Responsibilities/Accountabilities

Operational / Clinical

- Combines autonomous and independent practice with respect to individual competencies and scope of practice, with appropriate consultation and collaboration with other members of the health care team to ensure the delivery of patient centered care.
- Combines clinical, physical, psychosocial assessment findings, interpretation of health history, diagnostic test results, and appropriate consultation with and referral to other health care providers as part of a comprehensive, high quality, problem focused patient centered management plan
- Promotes nursing and explores the boundaries of nursing practice through the use of evidence based literature.
- Initiates and requests relevant diagnostic investigations (diagnostic imaging and/or pathology) based on the patient's identified health care needs.
- Autonomously prescribes medications as per agreed Southern Health formulary
- Consultation with and referral to relevant inpatient / other specialty medical / multidisciplinary health care providers to meet the patient's identified health care needs

- Communication of health care findings, diagnosis, prognosis and options for management with the patient, family and other relevant health care providers in a language that is clearly understood
- Is an integral part of the senior multi-disciplinary health care team
- Provision of effective education and counselling to individuals, families or groups to meet the patient's identified health care needs, including health promotion, health protection and disease presentation
- Ongoing reassessment, evaluation and monitoring of the patient's response to intervention and treatments prescribed using a process of critical appraisal of information collected to alter, continue or change management as the patient's conditions requires
- Initiates, contributes and facilitates research and quality improvement activities relevant to clinical practice, as an individual, and in collaboration with other members of the health care team and improve service delivery
- Facilitate the professional development of colleagues, and with their expert knowledge and skills,
- Influence and direct policy within their area of employment and expertise.
- Ensure compliance with Nurses Board of Victoria and specialty practice standards.
- Demonstrates comprehensive knowledge and understanding of, and practices according to, professional standards, codes of ethics and conduct, relevant legislation and regulations as established by the Nurses Board of Victoria and professional organisations, for the advanced practice role.

Financial Management

- Demonstrate effective and efficient use of resources in the delivery of services
- Initiate and implement actions to improve the financial effectiveness of all functions, under the positions control

Human Resources Management

- Facilitate the professional development of colleagues, and with their expert knowledge and skills,
- Influence and direct policy within their area of employment and expertise.
- Assist in orientation of all new staff to area ensuring an understanding of the Nurse Practitioner role and responsibilities
- Participate in orientation, preceptorship and mentoring of new staff and students
- Understand separate and interdependent roles and functions of the health care team
- Demonstrate a commitment to organisational change

- Accept responsibility for own continuing professional development
- Undertake annual performance appraisal and identify learning needs
- Ensure compliance with Nurses Board of Victoria and specialty practice standards
- Demonstrates comprehensive knowledge and understanding of, and practices according to, professional standards, codes of ethics and conduct, relevant legislation and regulations as established by the Nurses Board of Victoria and professional organisations, for the advanced practice role

Adherence to Privacy/Confidentiality Requirements

- Adhere to Victorian privacy laws – Information Privacy Act 2000 and the Health Records Act 2001, as well as other laws that regulate the handling of personal information

5. Key Behavioural Requirements

The incumbent will undertake the role in a manner that demonstrates commitment to the positive leadership behaviours of Southern Health, to the principles of working together and to Southern Health's Vision, Purpose and Values.

Southern Health Values:

Integrity	Honesty, open and transparent, admit mistakes, maintains confidentiality, fairness, builds trust.
Compassion	Empathy, sensitivity, concern for others, interacts with dignity, tolerance, anticipates needs
Accountability	Understands roles, uses resources wisely, delivers on time, timely decision making, achieves stretch goals, takes responsibility for performance
Respect	Builds relationships, courteous, listens and understands, gives & receives feedback, sensitivity & understanding, values difference & individual worth
Excellence	Supports creativity & innovation, proactive & solution focused, seeks out opportunities, embraces quality improvement, professionalism

6. Qualifications/ Memberships/ Licenses

Registered Nurse (Division 1, 3 or 4) within State of Victoria (NBV)

Endorsed as a Nurse Practitioner by the Nurses Board of Victoria (NBV)

7. Key Selection Criteria

- Extensive clinical practice working in area of practice
- Postgraduate Diploma in area of specialty (as appropriate)
- Completed Master Degree of Nurse Practitioner or equivalent
- Completion of a NBV recognised and approved Therapeutic Medication Management Module
- Endorsed as a Nurse Practitioner by the Nurses Board of Victoria (NBV)

8. Other Position Requirements

To participate in continuous improvement activities as required using EQuIP accreditation program.

Appointment is subject to a satisfactory police check prior to commencing, unless the applicant is already a staff member currently employed in a direct care position.

Approved (Job Title) _____

Date _____

Appendix 3**Expression of Interest to the Executive Director of Nursing and Midwifery (Chair of Steering Committee)**

Name of Service:	
Contact Name for Submitting Expression of Interest:	
Position/Title:	
Phone/Fax:	
Email Address:	

For the proposed Nurse Practitioner Role please describe (in no more than 2 pages):

1. Describe the proposed model of care that a NP role will support

2. When implemented, what will be the impact on the current model of care?

3. When fully implemented, what will be the NP role (including which of the extensions of practice which will be utilised)?		
4. What specific service gaps does the proposed model and specific NP role address?		
5. Provide information about the extent to which the proposed model aligns to the Southern Health Strategic Plan, and other plans (i.e. DHS, local Government, service plans etc)		
6. Describe the level of support at the executive and specific clinical level for this role		
7. Show approval (signature) from the Operations Manager/Director of Nursing		
Signature	Name/Title	Date

Appendix 4

Please do not proceed with this section, unless invited by the Southern Health Nurse Practitioner Steering Committee

Criteria for Submission to Nurse Practitioner Steering Committee (all evidence to be included or attached)	Evidence (either included or attached)	Signature/Date
<p>There is a demonstrable need, evidence of requirement for Nurse Practitioner role including:</p> <ul style="list-style-type: none">• An overview of current service model• What are the service gaps/needs• What are the overall benefits to establishing a NP role in line with the NP definition:<ul style="list-style-type: none">○ a registered nurse educated and authorised to function autonomously and collaboratively in an advanced and extended clinical role○ able to use nursing knowledge to assess and manage clients○ has skills and may include but are not limited to the direct referral of patients to other health care professionals, prescribing medications and ordering diagnostic investigations		

<ul style="list-style-type: none">○ grounded in the nursing profession's values, knowledge, theories and practise and○ able to provide innovative and flexible health care delivery <ul style="list-style-type: none">● An overview of new model of care proposed, including workplace context and NP role within that context● Overview of Key Stakeholder Consultation and Analysis● Evidence of alignment with DHS and SH plans● When implemented, what will be the impact on the current model of care?		
There is a clearly definable scope of practice <ul style="list-style-type: none">● workplace context and● NP role within that context		
There is demonstrated support for the role from key stakeholders <ul style="list-style-type: none">● Nursing (including clinical staff, Nurse Unit Manager, DDON of area, program)		

<ul style="list-style-type: none">• Medical (including clinical staff and medical head of unit)• Allied Health (including clinical staff)• Executive (including Director of Nursing site and program, where appropriate)• Consumers		
The role can be funded within the existing budget or has approval for addition budget from the Operations Director/Director of Nursing <ul style="list-style-type: none">• Provide documented support from the Director of Nursing/Operations Manager		
The requirements for an education program and other resources have been identified		
Further infrastructure supports which are in place to ensure the NP service is able to function according to the roles and responsibilities established		
Outline succession planning and role sustainability plans for this role		

All submission paperwork required Southern Health logo, and date of submission

Appendix 5**Evaluation Framework**

Southern Health has evaluation tools for NP and NPc roles which were developed for the Emergency NP role implementation. These tools have been validated via research, and as such provide a good basis for evaluating all NP and NPc roles.

It is an expectation that all NP roles will use this evaluation framework, which can be modified for the context of the NPc or NP role.

1. Pre implementation Staff perception survey and
2. Post implementation Staff perception survey
3. Decision making audit
4. Documentation Audit
5. Patient Phone Follow-up
6. Patient satisfaction survey