

POSITION DESCRIPTION

Position Title:	Director of Nursing and Midwifery Workforce
Business Unit/Division:	Nursing and Midwifery Directorate
Classification:	RN69 (NM8A) Director of Nursing and Midwifery Nurses & Midwives (Victorian Public Sector) (Single Interest Employers) Enterprise Agreement
Reports To:	Executive Director, Nursing and Midwifery
Date Prepared/Updated:	7 July 2026

Position Purpose

The Director of Nursing and Midwifery Workforce provides expert strategic and operational leadership for nursing and midwifery workforce planning, workforce systems and workforce sustainability across Western Health.

The role is accountable for the leadership and management of the Nursing and Midwifery Workforce Unit, ensuring the unit provides a dynamic, responsive and customer-focused service that supports safe staffing, effective workforce utilisation, contemporary recruitment, workforce planning, nurse and midwife credentialing, scope of practice governance and the management of nurse bank, nurse pool and supplementary workforce resources.

The Director works collaboratively with the Nursing and Midwifery Executive, Directors of Nursing and Midwifery, Divisional Directors, Operations Managers and Unit Managers to identify current and emerging workforce risks, interpret workforce data, develop sustainable workforce strategies and position Western Health as an employer of choice for nurses and midwives.

The role contributes to the delivery of Best Care by ensuring workforce initiatives, systems, data and governance arrangements support safe, high-quality, person-centred care and the achievement of organisational, divisional and nursing and midwifery workforce priorities.

Business Unit Overview

The Nursing and Midwifery Directorate provides professional leadership to Western Health's nursing and midwifery workforce, supporting professional practice and the delivery of high-quality, innovative, evidence-based nursing and midwifery care to Western Health patients, consumers and communities. The Directorate advances nursing and midwifery education, research, learning, workforce planning, professional governance and practice development, with a focus on translating evidence into practice and supporting Best Care.

The Nursing and Midwifery Workforce Unit provides organisation-wide workforce expertise and operational support for nursing and midwifery recruitment, workforce planning, workforce data, nurse bank, nurse pool, supplementary workforce, credentialing and scope of practice processes.

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

Western Health Values: Compassion, Accountability, Respect, Excellence and Safety Western Health aspires to be a values-driven organisation and all employees are required to model these values in their day-to-day work. • Compassion – consistently acting with empathy and integrity. • Accountability – empowering our staff to serve our community. • Respect – for the rights, beliefs and choices of every individual. • Excellence – inspiring and motivating innovation and achievement. • Safety – working in an open, honest and safe environment.	
Western Health Focus: Best Care At Western Health we are committed to high-quality, safe and person-centred care. The Western Health framework for Quality, Safety and Clinical Governance describes a vision for Best Care for all Western Health patients and consumers.	
Key Accountabilities	
Our Purpose	Providing the Best Care for the people of the West, in the right place and the right time.
Direction 1: <u>We partner with patients, consumers and families</u>	<i>Our patients and families are actively involved in their care and connected to the right services.</i> <i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i> • Directorates consistently engage with our patients, carers and community to learn about their needs • Employees consistently tailor care to suit all cultures, identities and abilities • Employees continue to empower patients prior to, during and after their care, so they can manage their condition, advance their recovery and feel supported in making decisions <i>In addition, the Director of Nursing & Midwifery is required to:</i>  Leadership • Ensure the National Safety and Quality Health Service Standards are met, leading and driving allocated portfolio based work and contributing to Nursing & Midwifery initiatives to support the provision of Best Care to patients. • Ensure the engagement of consumers and patient representatives in projects and programs that provide clinical care to promote patient satisfaction and patient centred care. • Promote and act in a manner consistent with health equity and active engagement of patients and carers in the setting of care goals and care related decision. • Lead workforce planning, recruitment and deployment models that enable safe, timely, person-centred care across Western Health.  Research • Support the use of workforce and patient outcome data to identify opportunities for nursing and midwifery workforce improvement and evaluation.  Education • Promote workforce education and manager capability to support safe staffing, patient partnership and Best Care expectations.

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

	Evidence-based practice • Use workforce data, nursing and midwifery sensitive indicators, risk information and evidence to inform safe staffing priorities and improvement activity. Clinical Expertise • Ensure credentialing, scope of practice and registration governance processes support safe, appropriate and person-centred nursing and midwifery practice.
Direction 2: <u>We care for our people</u>	<i>Our employees and volunteers are supported, engaged and equipped to embrace a dynamic future.</i> <i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i> • Directorates support our people to be their best, by promoting a safe and inclusive workplace • Directorates foster a culture that empowers all, encourages innovation and respects wellbeing • Employees are equipped to continue their great work and embrace new opportunities <i>In addition, the Director of Nursing & Midwifery is required to:</i> Leadership • Lead the development, implementation, evaluation and promotion of the Western Health Nursing and Midwifery Workforce Plan. • Promote a positive, inclusive, accountable and high-performing culture within the Nursing and Midwifery Workforce Unit and across stakeholder groups. Research • Use workforce surveys, workforce trends and evaluation findings to identify opportunities to improve engagement, retention and workforce experience. Education • Support managers to meet workforce requirements through education, resources, workforce systems and practical guidance. • Work collaboratively with Education and Learning to align workforce planning with capability development, career pathways and future service needs. Evidence-based practice • Develop workforce models and strategies that support recruitment, retention, engagement, capability and sustainable career pathways. Clinical Expertise • Provide professional direction, mentorship and advocacy for nursing and midwifery employees through workforce-related programs, advice and governance.

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

Direction 3: We deliver services for the future	<i>Our services are expanding within and beyond hospital walls, advancing high-quality and connected care. To meet the needs of our communities, we are expanding our services, locations and technology options.</i> <i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i> • Directorates strengthen our profile with personalised care options within and beyond hospital walls • Employees provide equitable and timely access to our services, delivered in a socially responsible way • Employees provide a range of care options to give patients greater choice around how and when they receive care • Directorates enable digital services that are pro-active, smart, and inclusive ensuring more people can benefit irrespective of place <i>In addition, the Director of Nursing & Midwifery is required to:</i>  Leadership • Actively contribute as an effective member of the Nursing & Midwifery Executive, engaging in the Western Health nursing and midwifery governance arrangements, driving and contributing to the Strategic Plan, Business Plan and supporting the Best Care framework that underpins safe and effective patient care • Maintain an acceptable level of attendance and adhere to Western Health policies and procedures pertaining to annual leave, personal leave and other leave as appropriate • As a member of the Western Health Senior Leadership Group, provide leadership, direction and support to achieve Western Health's strategic objectives and targets and positively promote Western Health across the community • Ensure the achievement of access and activity targets across the service, through contribution to organisational initiatives to achieve these targets • Provide responsible, effective and sustainable leadership, management and oversight of areas of operational responsibility reporting directly to the role, and for ensuring those roles and departments work effectively and efficiently to enhance the operational performance of Western Health • Provide leadership in organisational issues that may extend beyond the boundaries of the area of direct responsibility • Identify and implement actions to address budget variances within the service • Lead organisation-wide nursing and midwifery workforce projects that support service growth, workforce sustainability and operational performance.  Research • Undertake environmental scanning to identify workforce risks, opportunities, supply pressures, service growth requirements and emerging workforce trends.  Education • Build workforce capability by supporting managers and teams to understand and use workforce systems, reporting tools and workforce planning processes.  Evidence-based practice • Lead organisational improvement strategies and changes to ensure effective
--	--

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

	implementation and sustainability • Ensure a performance culture within the area of responsibility focused on the delivery of key financial and operational outcomes • Ensure Western Health services work cooperatively and collaboratively to achieve agreed activity and Western Health KPIs, this includes the monitoring and management of KPIs organisationally in terms of nursing and midwifery practice, and workforce specific KPIs. • Oversee workforce data integrity, analysis and reporting to support executive, divisional and operational decision-making. • Collaborate with technical and operational teams to improve workforce platforms, reporting, data standards and user experience.  Clinical Expertise • Develop sustainable workforce strategies that support current and future models of care across Western Health.
Direction 4: <u>We are better together</u>	<i>Our respectful relationships with our community, system-wide partners and each other drive collaboration and better outcomes.</i> <i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i> • Directorates engage and collaborate to improve the health and wellbeing of our communities • Employees listen, learn and act, so that patients can benefit from our collective worth to achieve their health goals • Directorates drive system reform through our relationships with healthcare providers, academic partners, and health colleagues • Directorates innovate across clinical and non-clinical teams to live and deliver Best Care for people of the West <i>In addition, the Director of Nursing & Midwifery is required to</i>  Leadership • Fulfil the role of the nursing and midwifery lead for the nominated Standard, working in partnership with the medical, education, allied health and quality leads to oversee the strategic oversight, planning and delivery of actions to ensure that Western Health meets the requirements under that standard. • Facilitate external relationships with the Department of Health, Australian Health Practitioner Regulation Agency, Nursing and Midwifery Board of Australia and other professional nursing and midwifery organisations • Work collaboratively with the Nursing and Midwifery Executive, Directors of Nursing and Midwifery, Divisional Directors, Operations Managers, Unit Managers, People and Culture, Finance and other key stakeholders on workforce matters. • Act as the escalation point for key nursing and midwifery workforce issues, providing timely advice to the Executive Director, Nursing and Midwifery.  Research • Maintain external networks to remain informed about workforce trends, innovation, research, policy and sector practice.  Education • Communicate workforce initiatives, priorities, risks and outcomes clearly to internal and external stakeholder groups. • Exchange and share information through participation in seminars and

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

	conferences with colleagues. • Develop, influence and enhance relationships with local academic institutions.  Evidence-based practice • Provide expert nursing and midwifery workforce advice to executive, divisional and operational leaders using evidence, data and professional judgement.  Clinical Expertise • Facilitate relationships with the Department of Health, Australian Health Practitioner Regulation Agency, Nursing and Midwifery Board of Australia, universities, professional organisations and industrial stakeholders to support professional workforce governance.
Direction 5: <u>We discover</u> and learn	<i>Our innovation, research and education inspires and benefits our patients, employees and communities, to deliver a better future.</i> <i>To support the achievement of this Direction, all Executive and Senior Managers are required to ensure:</i> • Employees question, investigate, evaluate, adapt and innovate as we share, mentor, encourage and learn • Directorates drive continuous improvement of the quality and sustainability of our services and facilities to ensure accessible care for future generations • The encouragement of life-long learning; fostering curiosity and supporting employees to lead and participate in research and education, and to be recognised as specialists in their fields <i>In addition, the Director of Nursing & Midwifery is required to:</i>  Leadership • Develop and maintain a robust working relationship with the Director of Education and Learning and work collaboratively with the team to ensure nurses and midwives have the skills and experience to deliver best practice, high quality and safe care. • Lead workforce innovation, improvement and transformation initiatives that strengthen sustainability, performance and organisational readiness.  Research • Promote learning, research and innovation that strengthen nursing and midwifery workforce capability and support Western Health as a contemporary employer of choice. • Evaluate workforce initiatives and use findings to refine strategy, strengthen performance and improve sustainability. • Foster research within nursing and midwifery within the overall Western Health framework.  Education • Contribute to succession planning, leadership development and professional development pathways for nurses and midwives in partnership with key stakeholders. • Foster education within nursing and midwifery within the overall Western Health framework

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

	 Evidence-based practice - Integrate contemporary workforce information, research evidence, benchmarking and operational intelligence to support executive-level decision-making. - Ensure workforce change, innovation and improvement activity is evidence-informed and aligned with organisational priorities.  Clinical Expertise - Identify and implement innovative workforce attraction, pipeline, recruitment, retention and workforce utilisation strategies that support safe and effective nursing and midwifery practice.
Occupational Health & Safety and Other Obligations:	<i>Model proactive leadership, drive and commitment to ensure:</i> - Western Health's obligations for Occupational Health and Safety and WorkCover rehabilitation are met. - Compliance with OHS, WorkCover and relevant employment legislation, policies and procedures. - A safe and healthy environment for employees, contractors, patients and visitors. - Risks are identified, assessed, escalated and controlled as far as practicable, with injury prevention and psychological safety as priorities. - Safe work systems and controls are in place within the Nursing and Midwifery Workforce Unit and are regularly monitored for effectiveness. - A positive safety and wellbeing culture is embedded into workforce operations, decision-making and change processes. - Record keeping, workforce information management and confidentiality requirements are maintained in accordance with Western Health standards.

Role Specific Responsibilities

Accreditation and Standards leadership:



Standard 1: Clinical Governance

National Safety and Quality Health Service (NSQHS) Standards

Strategy:

- Develop, implement, evaluate and promote the Western Health Nursing and Midwifery Workforce Plan.
- Scan local, state, national and international workforce environments to identify risks, trends, opportunities and future workforce requirements.
- Use workforce data, workforce sensitive indicators and evidence to inform priorities, advice, strategy and executive decision-making.
- Identify and implement strategic workforce management approaches that support Western Health to recruit, retain and develop a high-calibre nursing and midwifery workforce.

Attraction, recruitment and engagement:

- Lead contemporary recruitment and attraction strategies, including innovative and targeted approaches to workforce supply.
- Identify current and projected workforce gaps and develop strategies to address identified deficits.
- Support programs that increase workforce engagement, capability, capacity, career entry and professional development participation.

Credentialing and scope of practice:

- Manage nursing and midwifery credentialing and scope of practice governance processes across Western Health.
- Ensure nurses and midwives practising at Western Health maintain appropriate Australian Health Practitioner Regulation Agency registration.

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

- Lead the development and implementation of innovative nursing and midwifery scopes of practice in partnership with key stakeholders.

Management:

- Provide leadership, direction and operational oversight for the Nursing and Midwifery Workforce Unit.
- Oversee nurse bank, nurse pool, supplementary workforce and staffing agency relationships.
- Manage resources within allocated budget and ensure Business Unit KPIs are met.
- Ensure the integrity of workforce data, reporting, analysis and operating procedures produced by the Nursing and Midwifery Workforce Unit.

Organisational portfolio and leadership:

- Nursing and Midwifery Workforce initiatives.
- Nursing and Midwifery Workforce Plan.
- Nursing and Midwifery Credentialing and Scope of Practice.
- Oversight of Nurse Bank, Nurse Pool and Supplementary Workforce.
- Westwards and other workforce attraction, pipeline and sustainability initiatives.

Committee leadership and attendance:

- Lead the Nursing and Midwifery Credentialing and Scope of Practice Committee.
- Participate in and contribute to operational, nursing and midwifery governance and workforce-related committees as required.
- Participate in and contribute to Nursing and Midwifery Advisory Committee and Nursing and Midwifery Operations Committee.

Key Outcomes:	Key outcomes for this role will be identified in the incumbent's performance plan and should align with Western Health's strategic goals, organisational business plan and Nursing and Midwifery Directorate business plan. A key focus is the delivery of sustainable nursing and midwifery workforce outcomes, including effective workforce planning, recruitment, workforce utilisation, credentialing, scope of practice governance, supplementary workforce management and performance against agreed workforce indicators. The role will contribute to delivery of the Statement of Priorities and organisational workforce priorities agreed between Western Health and the Department of Health.	
Key Challenges of the Position:	Key challenges and priorities for this role include: • Contributing to the articulation and delivery of Western Health's strategic nursing and midwifery workforce direction. • Leading the development, implementation and evaluation of the Nursing and Midwifery Workforce Plan. • Influencing workforce management excellence across Western Health through data, systems, evidence, innovation and effective stakeholder engagement. • Supporting Western Health to achieve workforce sustainability, safe staffing, recruitment, retention and workforce utilisation outcomes. • Ensuring effective governance of nursing and midwifery credentialing, scope of practice and professional registration processes. • Maintaining a responsive, efficient and customer-focused Nursing and Midwifery Workforce Unit that supports managers, nurses and midwives across all sites and services.	
People Management:	Positions reporting to this role:	• Deputy Director of Nursing and Midwifery • Personal Assistant
	Total employee management (EFT):	32.6 FTE plus Nurse Pool and Nurse Bank workforce oversight

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

Key Working Relationships:	Internal: • Executive Director, Nursing & Midwifery • Directors of Nursing & Midwifery • Unit Managers and Associate Unit Managers • Director of Best Care Safety & Experience • Director of Best Care Improvement & Systems • Director of Best Care Governance, Compliance & Assurance • Divisional Directors • Operations Managers • Executive Directors • Clinical Service Directors • Nurses / Midwives • Nursing and Midwifery Education team • Best Care Coordinators • Improvement Specialists • Undergraduate / Postgraduate Nursing / Midwife students • Members of the multidisciplinary team • Support Services managers and key staff Bacchus Marsh Hospital External: • Australian Health Practitioner Regulation Agency • Australian Nursing and Midwifery Accreditation Council • Manager of the Nursing, Midwifery & Paramedicine within the Department of Health • Victorian Chief Nursing Officer • Victorian Chief Midwifery Officer • Nursing and Midwifery Board of Australia • Department of Health • University Affiliations • Patients and their significant others • Australian Nursing & Midwifery Federation • Community health groups • Professional Nursing and Midwifery organisations and associations
Key Selection Criteria:	Essential: • Current registration as a Registered Nurse and/or Midwife in Australia, with extensive senior nursing and/or midwifery leadership experience in a large, complex health service. • Demonstrated ability to lead organisational nursing and midwifery workforce strategy, planning and reform, including the development, implementation and evaluation of workforce plans, models and initiatives. • Proven experience leading contemporary workforce management functions, including recruitment, retention, workforce utilisation, nurse bank, nurse pool, supplementary workforce, credentialing, scope of practice and professional registration governance. • Demonstrated capability to use workforce data, workforce indicators, benchmarking, systems and evidence to identify risks, inform decisions, monitor performance and drive sustainable improvement. • Strong understanding of nursing and midwifery legislative, regulatory, industrial, professional and policy frameworks, including Enterprise Agreement implementation and management of workforce-related industrial matters. • Highly developed leadership, people management and change management capability, with a demonstrated ability to build positive culture, manage performance, develop teams and lead through complexity. • Demonstrated ability to work collaboratively and influence effectively across executive, divisional, operational, professional, multidisciplinary and external stakeholder groups.

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

	• Excellent written, verbal, presentation and report-writing skills, including the ability to provide clear, credible and timely workforce advice to senior leaders, committees and external partners. • Sound judgement, integrity and accountability, with the ability to constructively challenge, manage risk, prioritise competing demands and make decisions aligned with Western Health values and Best Care. • Demonstrated commitment to safe, inclusive and respectful workplaces, and to the development of a capable, engaged and sustainable nursing and midwifery workforce. Desirable: • Postgraduate qualification in nursing, midwifery, health management, leadership, workforce, human resources or a related field. • Experience preparing for accreditation and applying the National Safety and Quality Health Service Standards in a large health service context. • Experience leading workforce innovation, digital workforce systems, workforce analytics or large-scale workforce transformation initiatives.
Qualifications Required:	Essential: • Registration as a Registered Nurse or Midwife in Australia. • Successful completion of a Bachelor of Nursing/Midwifery qualification or equivalent. Desirable: • Masters degree or higher in a relevant nursing, health care, management or human resources related field.
Additional Requirements	
All employees are required to: • Obtain a police / criminal history check prior to employment • Obtain a working with children check prior to employment (if requested) • Obtain an Immunisation Health Clearance prior to employment • Report to management any criminal charges or convictions you receive during the course of your employment • Comply with relevant Western Health clinical and administrative policies and guidelines. • Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures • Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health • Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Western Health • Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health • Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), Fair Work Act 2009 (as amended), Occupational Health and Safety (Psychological Health) Regulations 2025, the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information, Part 5A of the Family Violence Protection Act 2008 and Part 6A of the Child Wellbeing and Safety Act 2005. • Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines	

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative

General Information

- Redeployment to other services and sites within Western Health may be required
- Employment terms and conditions are provided according to relevant award/agreement
- Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace
- Western Health is committed to Gender Equity
- Western Health provides support to all personnel experiencing family and domestic violence
- This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all responsibilities, duties and skills required. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs
- Western Health is a smoke free environment

I confirm I have read the Position Description, understand its content and agree to work in accordance with the requirements of the position.

Employee's Name: _____

Employee's Signature: _____ Date: _____

Our Vision

Together, we deliver the healthcare of the future
Simple – Sustainable – Connected – Innovative