

Position Description

Role Title:	Charge Nurse
Reports to:	Operations Lead
Professionally responsible to:	Associate Director of Nursing

Te Tuarongo o te Rōpū Whakahaere Organisation Context Te Whatu Ora

Te Whatu Ora | Health New Zealand is advancing through a transformational change programme to firmly establish itself as a high performing health system that meets the current and future demands of its communities.

A key component of the programme is the implementation of Te Wao nui a Tāne/Integrated Service Model – the vehicle by which Te Whatu Ora | Health New Zealand will implement the MidCentral’s strategy (displayed as Appendix B). At maturity, the Integrated Service Model will deliver an integrated health and social system that ensures individuals, people, whānau and communities are the centre of everything we do. The transformation will provide an improved service experience and a work environment where staff feel valued and enabled to carry out their work with excellence.

Te Tiriti O Waitangi Obligations: Key Accountabilities

Coordinate and innovate continuous quality improvement programme for Māori patients. Promote the use of performance, quality and equity data and health outcome information to:

- Measure and monitor best practice and health inequalities

- Identify barriers to high quality, equitable care.

- Identify continuous quality improvement initiatives that focus on achieving health equity, excellent health outcome, and excellent patient care.

Ensure the professional and political integrity of MidCentral by carrying out all functions in compliance with Te Tiriti O Waitangi by demonstrating ongoing commitments to keeping Te Tiriti alive.

Show sensitivity to cultural complexity in the workforce and a high level of cultural competency with consumer and whānau populations of diversity

Apply the articles of Te Tiriti o Waitangi in everyday practice:

- Article 1, Kawangatanga – Partnering for mutual benefit

- Article 2, Tinorangatiratanga – Māori retain rights to their own treasures, resources, and knowledge

- Article 3. Oritetanga – Māori are entitled to the same rights and outcomes as that of other citizens.

- Article 4. Wairuatanga – Spiritual diversity is retained

Demonstrate understanding and apply Te Whare Tapa Whā (four cornerstones of health), te taha wairua (spiritual aspects), te taha hinegaro (mental and emotional aspects), te taha whānau (family and community) and te taha tinana (physical aspects) to practice.

Guide others in practice that is consistent with person/ whānau centred care and the principles of Te Tiriti o Waitangi

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Te Aronga o te Tūranga Purpose

The Charge Nurse ensures the effective allocation of resources to provide delivery of nursing and support services that facilitate efficient ward/unit/service function and management. They have a key focus on improving delivery of person and whānau centred care, role modelling quality practice and supporting the development of new processes and systems relevant to the work area. The Charge Nurse facilitates multi-disciplinary teamwork and integration of service provision. They have substantial theoretical knowledge, effective leadership skills and are responsible for monitoring and management of staff performance. They actively support opportunities for education and training of all staff reports, including Integration of cultural responsiveness training, and ensures practice is evidence-based.

Ngā Papanga Matua Key Accountabilities

Te Arataki Me Te Whakawhitiwhiti Whakaaro: Clinical and professional leadership: clinical nursing leadership ensures professional nursing practice and excellence in nursing care delivery within the ward/unit

Te Hiranga O Te Mahi Hauora: Management of Nursing Care: lead and support the nursing team's patient and family /whānau nursing care management and coordination within the ward/unit

Te Whakawhiti kōrero whaihua me te mahi ngātahi: Effective communication and team work: promote and lead effective teamwork and collaborative relationships within the multidisciplinary team and across health care settings to optimise health outcomes

Te whakapai ake i te kounga rangahau me te huringa: Quality and safety: accountable for optimal nursing care delivery standards that support patient safety throughout the patient journey

Ka whakarato i te whakahaere tahua me te kawenga tākohatanga: provides budgetary management and accountability: provides excellence in financial, administrative and operational management at the service operational level

Te Whakawhanake Ngaioatanga Whaiaro: professional development and clinical competency: Professional development and clinical competency enhance nursing clinical practise and leadership

Ngā Haepapa Matua Role Relationships

This is a senior nursing role within the service, cluster and MidCentral. As such the Charge Nurse will develop relevant functional relationships within and across services, with Māori and Iwi providers, organisations and professional groups across the care continuum.

Ngā Haepapa Matua Role Responsibilities

The Charge Nurse Role Responsibilities are centred around the Key Accountabilities and the Bicultural Model of Care.

Compassionate
Ka whai aroha

Respectful
Ka whai ngākau

Courageous
Ka mātātoa

Accountable
Ka noho haepapa

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Bicultural Model of Care

He Korowai Oranga, the Māori Health Strategy (2014) articulates three key concepts of Wai Ora, Mauri Ora and Whānau Ora; these three concepts are understood as a means for achieving Pae Ora (Healthy Futures). These concepts are interconnected and align with the Māori health model Te Whare Tapa Whā. Culturally responsive practice integrates the above elements to reinforce and further strengthen the strategic direction for Māori health and the advancement of healthcare for all New Zealanders.



Figure 1: Bicultural Model of Care (2018)

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PAE ORA (HEALTHY FUTURES): CHARGE NURSE KEY ACCOUNTABILITIES TE ARATAKI ME TE WHAKAWHITIWHITI WHAKAARO: CLINICAL AND PROFESSIONAL LEADERSHIP				
<p>WHĀNAU ORA (HEALTHY WHĀNAU): Whānau or families are the cornerstone of Māori, and indeed all people's, lives. An individual person is still in context a member of a family. By providing care in this context it ensures people are attached, grounded and empowered to advance their health, their family health and their wider community.</p> <p>WAI ORA (HEALTHY ENVIRONMENT): Wai or water is the connector of all living life it nourishes and hydrates and represents the natural environment in which we all live. A healthy environment is essential for our individual and collective health.</p> <p>MĀURI ORA (HEALTHY INDIVIDUALS): Mauri is the concept of the life force that is instilled in people and all living things. Mauri Ora is the protection and advancement of this force for health.</p>				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> Leads the introduction of contemporary models of nursing care within the ward/unit/service Evidences optimal and integrated nursing care delivery, resulting in positive patient and whānau outcomes Ensures nurses have an annual appraisal, with agreed goals, objectives, leave plans, professional development plans and PDRP Directs, monitors and evaluates nursing care provided through the annual appraisal process Identifies and supports staff education and professional development based on knowledge of service needs and MidCentral strategic direction Effectively incorporates students and new graduates into the team and puts in place mechanisms to support their achievement of programme objectives Contributes to the recruitment, retention and succession planning of nurses, with an emphasis on the Kaimahi Ora/Māori nursing workforce Identifies and develops emerging nurse leaders Leads and manages the specialty through active participation in shared governance Represents the specialty nursing perspective outside the area and works collaboratively to achieve the organisation vision, values and strategies Contributes to or leads specific service initiatives as requested by the EDoNM/ADoN/Ops Exec/Ops Lead Contributes to the development of strategic and operational/health and well-being plans for the cluster 				<p>Individual and whānau satisfaction > 85%</p> <p>Staff surveys indicate high satisfaction with CN leadership</p> <p>Staff training completed as required in all areas</p> <p># staff with current appraisals, career plans and PDRP</p> <p>No staff have annual leave balance in excess of 2 years</p>

PAE ORA (HEALTHY FUTURES): CN KEY ACCOUNTABILITIES TE HIRANGA O TE MAHI HAUORA: MANAGEMENT OF NURSING CARE				
<p>WHĀNAU ORA: Whānau or families are the cornerstone of Māori, and indeed all people's, lives. An individual person is still in context a member of a family. By providing care in this context it ensures people are attached, grounded and empowered to advance their health, their family health and their wider community.</p> <p>WAI ORA: Wai or water is the connector of all living life it nourishes and hydrates and represents the natural environment in which we all live. A healthy environment is essential for our individual and collective health.</p>				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> Provides nursing leadership within the specialty, ensuring staff have the appropriate knowledge and skills to assess, plan, implement and evaluate patients and whānau health needs Supports nursing staff to <ul style="list-style-type: none"> ensure accurate diagnosis, assessment, interventions, referrals and documentation of patients' health status integrate Te Whare Tapa Whā Māori models of care within assessments and interventions Leads and actively practices equitable approaches to planned and non-planned 				<p>Local Data Councils active in improving practice</p> <p>Patient/whānau participation in goal/outcome setting is >85%</p> <p>I-auditor results meet benchmarks</p> <p>Rosters comply with standards</p> <p># whānau being offered</p>

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<p>care including discharge planning</p> <ul style="list-style-type: none"> • Maintains oversight of IRR training and testing <p>Working with the Associate Charge Nurse (if in post, otherwise CN responsibility):</p> <ul style="list-style-type: none"> • Ensure nursing care plans are individualised and demonstrate patient and whānau participation in goal setting • Coordinate the day to day nursing activities of the ward/unit/service • Manage staff numbers/skill mix to meet occupancy demands and service delivery requirements • Maintain oversight of the Trend Care allocate staff screen, ensuring all staff are correctly displayed as per policy and guideline • Manage nursing rosters in accordance with safe staffing requirements • Lead daily rounds • Actively manage and monitor patient flow • Prioritise transfers and discharge planning in collaboration with colleagues to ensure seamless service delivery • Monitor and report on nursing care standards, clinical trends, outcomes and/or key performance indicators • Participate in case review, peer review and debriefing activities as required • Develop, implement, monitor, maintain and evaluate specialty policies, procedures and guidelines which meet best practice requirements 	<p>mahi tahi # whānau engaging in mahi tahi Monthly financial reports within budget ALOS within benchmarks, or variance is explained All policy and procedure documents are current, referenced/ evidence based, and audited for adherence and effectiveness IRR: 100% staff tested within 4 weeks of employment and annually thereafter Trend Care actualisation and categorisation 100%: measured daily, weekly and monthly 100% patients have expected date of discharge on patient journey board/plan of care 80% of discharges are within agreed discharge date/times</p>
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PAE ORA (HEALTHY FUTURES): CHARGE NURSE KEY ACCOUNTABILITIES				
TE WHAKAWHITI KŌRERO WHAIHUA ME TE MAHI NGĀTAHI: EFFECTIVE COMMUNICATION AND TEAM WORK				
WHĀNAU ORA: Whānau or families are the cornerstone of Māori, and indeed all people's, lives. An individual person is still in context a member of a family. By providing care in this context it ensures people are attached, grounded and empowered to advance their health, their family health and their wider community.				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> • Sets standards and monitors interpersonal and therapeutic communication with patients and whānau/ family members by the nursing team • Ensures patient and family/whānau voice and individualised care are provided for through effective team coordination and advocacy • Enables culturally appropriate patient care by assisting the nursing team to understand the diverse needs of Māori and by liaising with the Pae Ora service to provide appropriate support • Enables culturally appropriate patient care by assisting the nursing team to understand the diverse needs of Pacific and other populations by liaising with the relevant cultural unit to provide appropriate support • Evidences effective teamwork and collaboration with key stakeholders and the multidisciplinary team • Ensures processes for regular staff communication and updates are in place 				<p>MDT colleagues and services indicate satisfaction with CN support through regular 360 survey feedback</p> <p>Evidence of participation and leadership via ward meetings/local data councils/communication strategies</p>

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PAE ORA (HEALTHY FUTURES): CHARGE NURSE KEY ACCOUNTABILITIES				
TE WHAKAPAI AKE I TE KOUNGA RANGAHAU ME TE HURINGA: QUALITY AND SAFETY				
WAI ORA: Wai or water is the connector of all living life it nourishes and hydrates and represents the natural environment in which we all live. A healthy environment is essential for our individual and collective health.				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> Evaluates the effectiveness and standards of nursing care Leads, participates in and contributes to all quality improvement activities within the service Identifies situations of clinical and organisational risk and takes appropriate action to ensure a safe environment for patients and families/whānau and staff Monitors and reports all clinical incidents and complaints, ensuring mitigation strategies are in place Actively manages equipment, consumables and imprest to maximise effectiveness and efficiency Assists in CAPEX processes, product evaluation and equipment purchase Contributes to the development of asset plans for the service Supports active Variance Response Management (VRM) with staff including acuity based staffing and redeployment, maintaining a whole hospital focus. Participates in hospital daily operations including completion of the VRM colour status, response and attendance at operational meetings Facilitates regular progress reporting to staff on Care Capacity Demand Management (CCDM) Participates in budget setting including the CCDM FTE calculation process Maintains oversight of one-on-one and cohort hours to ensure consistent, appropriate and accurate use 				<p>Evidence of participation in data management</p> <p>Participation in review of policies and procedures to ensure all are current for area</p> <p>Responds to compliments/complaints as they occur</p> <p>Manages incidents</p> <p>% attendance at daily operations meetings</p> <p>% compliance with VRM completion</p> <p># staff updates and reporting from local data councils</p> <p>completion of FTE calculation</p>

PAE ORA (HEALTHY FUTURES): CHARGE NURSE KEY ACCOUNTABILITIES				
KA WHAKARATO I TE WHAKAHAERE TAHUA ME TE KAWENGA TĀKOHATANGA: BUDGETARY MANAGEMENT AND ACCOUNTABILITY				
WAI ORA: Wai or water is the connector of all living life it nourishes and hydrates and represents the natural environment in which we all live. A healthy environment is essential for our individual and collective health.				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> Contributes to the development of the annual budgets in conjunction with the Operations Lead and Business Advisor Provides advice to Operations Lead and Business Advisor with the aim of achieving a realistic and workable budget Works within and is accountable for the defined budget, ensuring effective management of financial resources Understands the requirements of financial control and budgeting including FTE, Budget costs, rostering and personal costs; works with the Business Advisor and Operations Lead to achieve this understanding Ensures that costs are effectively managed through reporting on monthly variances, maintaining control of ordering and checking and authorising payment of invoices Ensures sound processes are in place for stock control 				<p>Participates in budgeting/business planning process</p> <p>Annual budget and plan is in place</p> <p>Planned staffing budgets reflect planned utilisation patterns</p>

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PAE ORA (HEALTHY FUTURES): CHARGE NURSE KEY ACCOUNTABILITIES				
TE WHAKAPAI AKE I TE KOUNGA RANGAHAU ME TE HURINGA: PROFESSIONAL DEVELOPMENT AND CLINICAL COMPETENCY				
MĀURI ORA: Mauri is the concept of the life force that is instilled in people and all living things. Mauri Ora is the protection and advancement of this force for health.				
Wairua	Whānau	Hinengaro	Tinana	MEASURES
<ul style="list-style-type: none"> Participates in relevant service and professional development programmes Establishes annual goals and professional objectives Maintains professional portfolio, professional practicing certificate are maintained Attends educational opportunities/conference/forum relevant to the role 				<p>As per requirements of NPD and PDRP</p> <p>Evidence of one education presentation per year that integrates cultural and clinical best practice exemplars</p> <p>Staff training record up to date</p>

INDIVIDUAL RESPONSIBILITY FOR WORKPLACE HEALTH & SAFETY UNDER THE HEALTH AND SAFETY AT WORK ACT (2015)
<p>Be familiar with all policies and procedures as they affect the work environment.</p> <p>Be familiar with, able to apply, and comply with all MidCentral’s Health & Safety policies and procedures in the work environment (i.e. Health & Safety Policy, Infection Control Policy, Emergency Response Manual and Procedures Flip Chart, use of safety equipment and materials)</p> <p>Apply Health and Safety knowledge and skills to all work practices to ensure compliance with the Health and Safety at Work Act 2015 and any subsequent amendments or replacement legislation. Ensure that safe working procedures are practised and no person is endangered through action or inaction.</p> <p>Be aware of, and identify hazards and take action accordingly, including preventing or minimising the adverse effects of hazards as reasonably practical at the time.</p> <p>Ensure that all incidents including near misses are reported within the required timeframe using the MidCentral’s incident reporting system, and that issues of concern are raised to the appropriate staff when identified.</p> <p>Actively participate in the MidCentral’s health and safety programmes, through input into meetings, feedback through committee structures, activities directed at preventing harm & promoting wellbeing in the workplace, be aware of and liaise with the Health & Safety Representative for the area as appropriate.</p>

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Ngā Tautuhinga Tūranga Role Specifications Ngā Mōhiotanga me ngā Pūkenga e tino hiahiatia ana

Essential

- Registered Nurse
- Current New Zealand Annual Practising Certificate
- Completed or working towards master's Qualification
- Recent experience as Associate Charge Nurse
- Senior Nurse Professional Development Recognition Programme (PDRP) Portfolio
- Recognised by peers as a leader of nursing practice and staff
- Computer literacy
- Current Treaty of Waitangi and Cultural Responsiveness training
-

Attributes

- A well-defined understanding of the essential qualities that promote a well-integrated and successful team approach to patient care
- The ability to prioritise, organise, problem solve and the flexibility to consistently maintain a productive work environment
- Ability to achieve desired outcomes within a changing and often unpredictable environment
- Able to coach and develop staff with an active commitment to professional growth and development
- A capacity to demonstrate strong clinical leadership
- A strong patient and family/whānau focus
- A commitment to the development of the nursing profession
- A passion for improving nursing practice and standards of care
- A commitment to cultural awareness and its application to nursing practice
- An understanding of Tikanga Best Practice
- Active involvement in relevant, professional/other organisations

Area Specific Requirements are outlined in the CN Position Description Part 2

Ngā Āhuatanga Ōkiko Physical Attributes for the role

Under the Human Rights Act 1993 discrimination based on disability is unlawful. MidCentral will make all reasonable efforts to provide a safe and healthy workplace for all, including persons with disability.

Every effort has been made to outline requirements clearly. If a potential applicant has uncertainties about their ability to fulfil these physical requirements, enquiry should be made whether it would be possible to accommodate a particular issue by obtaining advice from Occupational Health & Safety/ Infection Prevention & Control Team.

- General capacity to move about the department into work areas where space is restricted.
- High degree of physical capacity as the work requires frequent standing, walking, stretching, twisting of body, bending and lifting of heavy weights. The work also requires the ability to move rapidly at times. Stature extremes may increase hazard of shared activities.
- Manual dexterity to operate equipment and undertake duties of a repetitive nature.
- A high degree of mental concentration is required.
- Visual ability sufficient to safely administer medications, carry out wound care, and to work continuously under artificial light.
- Hearing capacity and speech should be sufficient to communicate with clients and caregivers enabling direct and telephone (including cellphone) communication.
- Skin condition should allow frequent contact with water, soap/alcohol gel, and latex rubber.
- Skin should not be fissured, scaly or cracked on hands, forearms, face or neck.
- The appointee must not have infection or colonisation with MRSA.
- The appointee's health condition should not result in undue risk to the appointee, client or others as a result of exposure to blood, body fluids/waste or infectious disease.
- Must be able to function under rapidly changing and demanding conditions

Appendix A - MidCentral's Values and Behaviours

All employees of MidCentral will adopt the values and demonstrate the behaviours related to them of being Compassionate, Respectful, Courageous and Accountable - in the following ways:

COMPASSIONATE - KIA WHAI AROHA

- Is responsive to the needs of people, whānau and the community.
- Strives to deliver beyond expectations and go the extra mile.
- Shows concern for others and offers proactive and timely assistance and support to others.
- Is empathetic and mindful of others and sensitive to their feelings.
- Creates an environment where others feel safe and supported, encouraging them to contribute and share their views and perspectives.

RESPECTFUL – KIA WHAI NGĀKAU

- Shows politeness, admiration and honour to others and does not cause offence.
- Actively listens when someone is speaking and shows value for other peoples' perspectives.
- Genuinely engages and listens to others and considers their views while making decisions.
- Is inclusive of diverse perspectives and the cultural beliefs of others and actively seeks to improve own knowledge.
- Recognises team member strengths and development needs, and coaches them to maximise their potential.

COURAGEOUS – KIA MĀTĀTOA

- Speaks up when things are not right.
- Is adventurous in search of feedback and is open to feedback.
- Puts organisational interests ahead of their own.
- Speaks up when they have to contribute or when other's behaviour is inconsistent with the MidCentral's values.
- Champions innovative ideas in the team, and on behalf of the team.
- Is willing to question accepted approaches and processes and open to challenge.

ACCOUNTABLE – KIA NOHO HAEPAPA

- Acknowledges and assumes responsibility for their actions and does not blame others when things go wrong.
- Strives for excellence and delivers high quality care that focuses on the needs of the consumer and whānau.
- Is innovative and strives for quality and excellence.
- Following through on conversations – saying what you will do and doing what you say.
- Is able to intervene effectively when progress against budgets, plans or projects is off track.
- Is committed to rapid resolution of complaints, problems and issues.

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Appendix B – MidCentral’s Strategy

WE ARE COMMITTED TO

Ka ū tā mātou mahi



QUALITY LIVING

Kia pai te noho



HEALTHY LIVES

Kia ora te tangata



WELL COMMUNITIES

Kia ora te hapori

WE ARE ABOUT

Better health outcomes, better health care for all

Ko tā mātou mahi

He whakapai ake i te hauora hei oranga mā te katoa

INDIVIDUALLY AND TOGETHER WE WILL

Achieve quality and excellence by design

Connect and transform primary, community and specialist care

Partner with people and whānau to support health and wellbeing

Achieve equity of outcomes across communities

He mahi takitahi hei toa takitini

Kia kounga, kia hiranga te hoahoa

Kia mahi tahi me te tangata, me te whānau hei tautoko i te hauora me te aranga

Kia tūhono e pai ake ai te atawhai tuatahi, te atawhai hapori, te atawhai ngalo

Kia tōkeke ngā hua mā ngā hapori katoa

WE WILL BE

Compassionate	Respectful
Courageous	Accountable

Ka pēnei mātou

Ka whai aroha	Ka whai ngākau
Ka mātātoa	Ka noho haepapa

WE WILL ACHIEVE THIS SUCCESS THROUGH OUR

People	Partners	Information	Stewardship	Innovation
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Ka eke angitu mātou mā

Ō mātou iwi	Ō mātou hoa mahi	Te whakamōhio	Te tiaki	Te auaha
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Appendix C: Registered Nurse – Scope of Practice

(under the Health Practitioners Competence Assurance Act 2003)

Registered nurses utilise nursing knowledge and complex nursing judgment to assess health needs and provide care, and to advise and support people to manage their health. They practise independently and in collaboration with other health professionals, perform general nursing functions, and delegate to and direct enrolled nurses, health care assistants and others. They provide comprehensive assessments to develop, implement, and evaluate an integrated plan of health care, and provide interventions that require substantial scientific and professional knowledge, skills and clinical decision making. This occurs in a range of settings in partnership with individuals, families, whānau and communities.

Registered nurses may practise in a variety of clinical contexts depending on their educational preparation and practice experience. Registered nurses may also use this expertise to manage, teach, evaluate and research nursing practice. Registered nurses are accountable for ensuring all health services they provide are consistent with their education and assessed competence, meet legislative requirements and are supported by appropriate standards.

There will be conditions placed in the scope of practice of some registered nurses according to their qualifications or experience limiting them to a specific area of practice. Some nurses who have completed the required additional experience, education and training will be authorised by the Council to prescribe some medicines within their competence and area of practice.

The Nursing Council's Competencies for Registered Nurses (2016) describe the skills and activities of registered nurses.