

**MENTAL HEALTH SERVICE BUSINESS RULE SESLHDBR/069**

|                                  |  |                    |           |
|----------------------------------|--|--------------------|-----------|
| <b>Name</b>                      | Framework for Clinical Nurse Consultant Practice   |                    |           |
| <b>What it is</b>                | It is a business rule to inform Nurse Managers, Nursing Unit Managers, Managers, Team Leaders and Clinical Nurse Consultants (CNCs) of the application of CNC practice across the Mental Health Service (MHS). This business rule supports the framework for CNC practice (APPENDIX A) by outlining the MHS performance goals, and the reporting requirements, of each grade of the CNC role, against the functions and domains as outlined in NSW Health Information Bulletin <a href="#">IB2017_002 - Clinical Nurse / Midwife Consultants – List of Domains and Functions</a> .   |                    |           |
| <b>Risk Rating</b>               | Medium   | <b>Review Date</b> | June 2025 |
| <b>Who it applies to</b>         | This business rule applies to all Nurse Managers, Nursing Unit Managers, Service Managers, Clinical Managers / Team Leaders and CNCs in the SESLHD MHS.  |                    |           |
| <b>When to use it</b>            | This document is to be used: <ul style="list-style-type: none"> <li>• When creating, grading or regrading CNC positions in the MHS</li> <li>• During orientation of new staff to their role of CNC in the MHS</li> <li>• During regular performance reviews of CNCs in the MHS</li> <li>• When determining the CNC role in operational and strategic planning processes in the MHS.</li> </ul>   |                    |           |
| <b>Why the rule is necessary</b> | This business rule is necessary to provide: <ul style="list-style-type: none"> <li>• Clarification regarding the expectations of the SESLHD MHS in relation to the CNC role/position and grading</li> <li>• A framework for reporting requirements and performance review of CNC activities</li> <li>• A performance review guide to articulate advanced practice expectations for registered nurses aspiring to attain a CNC role</li> <li>• SESLHD MHS with a guide to the structures required to support CNCs to meet the award and the MHS role expectations of their grade in their area of speciality.</li> </ul>  |                    |           |
| <b>Definitions</b>               | <p><b>Clinical Nurse Consultant</b></p> <p>The <a href="#">Public Health System Nurses' and Midwives' (State) Award 2018</a> defines the qualifications and experience for CNC positions as follows:</p> <ul style="list-style-type: none"> <li>• A CNC 1 must be a Registered Nurse with at least five years' post registration experience and an approved post registration nursing qualification relevant to the field in which they are appointed, or such other qualifications or experience deemed appropriate by the public hospital or public health organisation</li> <li>• A CNC 2 must have at least five years' post registration experience, three years' experience in the speciality field in which they will be working, and relevant postgraduate qualifications</li> <li>• A CNC 3 must have at least seven years' post registration experience, five years' experience in the speciality field in which they will be working, and relevant postgraduate qualifications</li> </ul> |                    |           |

- In addition, the employee must have approved postgraduate nursing/midwifery qualifications relevant to the field in which they are appointed or such other qualifications or experience deemed appropriate by the public hospital or health organisation.

### **Domains**

There are five domains of practice attached to the Clinical Nurse Consultant (CNC) role as outlined in [IB2017\\_002 Clinical Nurse / Midwife Consultants – List of Domains and Functions](#): The domains are:

- Clinical Service and Consultancy
- Clinical Leadership
- Research
- Education
- Clinical Service Planning and Management.

### **Functions**

Each domain has a set of functions allocated according to the CNC grade. CNCs in higher grades are also expected to be able to perform the functions of the lower grade positions. In APPENDIX A, SESLHD MHS has outlined performance goals related to the five domains. This information is to assist with determining the grading application for newly created positions, in annual planning requirements for the CNC and the facility/SESLHD MHS, and as a prompt for review of expectations related to the position in regular reporting and annual performance reviews. APPENDIX A can also be used when discussing position requirements for registered nurses considering advanced practice roles.

### **Performance Framework**

CNCs are senior members of nursing staff and work autonomously, and as part of a team. All CNCs are to undertake annual performance reviews in accordance with the NSW Health [PD2016\\_040 - Managing for Performance](#).

It is recommended that CNCs meet with their managers regularly to plan activities which are in strategic alignment with SESLHD MHS priorities for service provision and service development, and which advance the practice of the nursing speciality.

Each CNC is to provide a regular report to their line manager, detailing activity that addresses the agreed performance goals and domains (see APPENDIX B 'SESLHD MHS CNC Report' template). If their line manager is **not** a nurse there is provision under the nursing organisation structure for a nursing position more senior than the CNC role to join the line manager as part of the review.

The time interval of the regular reporting schedule is to be negotiated between the CNC and their line manager, in consultation with the relevant Clinical Operations Manager (COM). It is not expected that all CNCs meet all of the domains all of the time; priorities are determined by the CNC and their manager.

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|  | <p>All CNCs are to maintain a documented individual work plan and are expected to share knowledge with less experienced staff members, when requested. These documents must be presented at the CNC's annual performance review and further supported with de-identified documentation (such as but not limited to; meeting minutes, a portfolio of educational resources, research submissions, certificates, scholarships, training reports, care plans, regular reports, formal reports on reviews, quality activities and research).</p> <p>It is also expected that CNCs will have active membership of professional bodies and, in consultation with management, facilitate their own ongoing professional development.</p> <p><b>Service Register</b><br/>A central register of SESLHD MHS CNCs is kept with each service's Senior Nurse/COM. CNCs are to update their details each year at their annual performance review by completing and submitting the 'CNC Information for Service Register' Form (APPENDIX C).</p>   |
| <b>What to do</b>                            | <p>Nurse Managers, Nursing Unit Managers, Service Managers and Clinical Managers / Team Leaders are to:</p> <ul style="list-style-type: none"> <li>• Refer to this document to identify key SESLHD MHS requirements of the position prior to employment of a CNC, and for the purpose of regular reporting and annual performance review of a CNC employed by the MHS</li> <li>• Utilise this document to inform position descriptions and grading requirements when developing new CNC positions, in consultation with the SESLHD MHS Clinical Nurse Manager and senior nurses among the CNC group</li> <li>• Ensure current and new CNCs have a copy of this document to inform orientation and annual performance review expectations</li> <li>• Seek advice from the CNC group on matters pertaining to clinical practice and operationally meeting the domain requirements of CNC roles, in order to meet the advanced practice requirements.</li> </ul> <p>CNCs are to:</p> <ul style="list-style-type: none"> <li>• Utilise this document when developing a work plan for their position, and when preparing regular reports, revision of work plans and annual performance review documents.</li> </ul> |
| <b>Who is responsible</b>                    | Responsible staff include SESLHD MHS Nurse Managers, Nursing Unit Managers, Service Managers, Clinical Managers / Team Leaders and CNCs.  |
| <b>Ministry of Health / SESLHD reference</b> | <p><b>NSW Health</b></p> <ul style="list-style-type: none"> <li>• <a href="#">IB2017_002 - Information Bulletin 'Clinical Nurse / Midwife Consultants – List of Domains and Functions'</a> .</li> <li>• <a href="#">Public Health System Nurses' and Midwives' (State) Award 2018</a></li> <li>• <a href="#">PD2016_040 - Policy Directive 'Managing for Performance'</a></li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• <a href="#">NSQHS Standard 1 Clinical Governance Standard (1.1, 1.6)</a></li> </ul>   |
| <b>Functional Group</b>                      | Mental Health   |
| <b>Executive Sponsor</b>                     | Sharon Carey, General Manager, Mental Health Service  |
| <b>Author</b>                                | Benjamin Chidester, Workplace Capabilities Nurse Educator,  |

## Revision and Approval History

| Date          | Revision Number | Author and Approval   |
|---------------|-----------------|---|
| July 2015     | Draft           | Draft prepared by Chez Davenport, SESLHD MHS CNC 3 Youth Mental Health, in collaboration with Kim Reid, TSH MHS Inpatient Unit CNC 3, and Susan Glassick, Perinatal MH CNC. |
| July-Aug 2015 | Draft           | Draft forwarded to SESLHD MHS COMs/CNCs. Feedback incorporated.   |
| Nov 2015      | 0               | Endorsed by SESLHD MHS Clinical Council.  |
| May 2019      | 1.1             | Minor Review - Incorporates feedback from B Chidester and K Reid<br>Reviewed for gender diversity<br>Links checked and updated<br>Author updated to B Chidester             |
| May 2019      | 1.2             | Circulated to DDCC for review and feedback. Incorporates feedback from K Butler, J Pitchford, K Reid, N DiMichiel, S Carey  |
| June 2019     | 1.3             | Endorsed by the SESLHD MHS DDCC<br>Endorsed by the SESLHD MHS Clinical Council  |
| July 2019     | 1.3             | Processed by Executive Services prior to publishing.  |
| August 2022   | 2.0             | Routine review – minor changes only. Endorsed Executive Sponsor for publication.  |

**APPENDIX A:**

**SESLHD MENTAL HEALTH SERVICE  
FRAMEWORK FOR CLINICAL NURSE CONSULTANT PRACTICE**

**Domain 1: Clinical Service and Consultancy**

| <b>CNC Grade</b> | <b>Award Criteria</b>  | <b>SESLHD MHS Performance Goals</b>  |
|------------------|--|--|
| Grade 1          | <p>Expert client-centred consultancy practice participating in direct patient care provision</p> <p>Education on complex clinical issues to patients and carers</p> <p>Participates/collaborates in the design and conduct of quality improvement initiatives</p> <p>Identifies and adopts innovative clinical practice models</p> | <p>Provides consultancy to client assessment and care planning at a range of settings across the speciality (e.g. Emergency Department/ Psychiatric Emergency Care Centre/Inpatient Unit/Community)</p> <p>Takes the lead in the development of clinical processes and implementation of clinical standards/guidelines</p> <p>Collaborates with consumer and carer representatives, and participates in at least one formal and two informal consumer and carer education sessions each year</p> <p>Facilitates and participates in the design and implementation of at least two quality improvement/practice review activities each year</p> <p>Provides at least one clinical supervision group within a formalised structure, and actively promotes uptake among staff each year</p> <p>Provides clinical supervision and mentoring of new graduates in the mental health clinical setting, as required</p> <p>Meets regularly with clinical staff to identify, and respond to, at least two areas for clinical practice improvement (new treatments/ technologies/therapeutic techniques) each year</p> |

|         |   |  |
|---------|---|--|
| Grade 2 | <p>Provides a complex client-centred consultancy in a mixed clinical environment or across a series of services</p> <p>Develops specialised education resources for patient/carer/community to be utilised by other health care professionals</p>   | <p>Participates in complex case reviews as a resource to clinicians in the speciality area</p> <p>Provides clinical supervision/mentoring to at least two individual advanced practice clinicians (Clinical Nurse Specialist/ Clinical Nurse Educator (CNE/CNC) within a formalised structure, and participates in own clinical supervision</p> <p>Provides advanced practice knowledge to reviews and implementation of policies, procedures and guidelines, as requested</p> <p>Initiates, manages and reports against at least two quality improvement activities each year</p> <p>Mentors and assists clinicians to develop, distribute and review at least two clinical resources/clinical practices each year</p>  |
| Grade 3 | <p>Provides a more complex and expansive clinical consultancy service within a mixed clinical environment and/or across multiple service groups and/or patient populations, and incorporating a range of modalities</p> <p>Undertakes primary responsibility for formalised ongoing clinical supervision processes for CNC peers</p> <p>As an expert, conducts systematic review of clinical practice, including (if required) for external organisations</p> | <p>Provides a high level of consultancy to multidisciplinary teams and management across the SESLHD MHS, sourcing a range of resources and demonstrating application of advanced practice learning to clinical care in the speciality field</p> <p>Provides specialist nursing input to regular complex case reviews and clinical review processes, as required</p> <p>Provides specialist nursing input into the review of practice standards, policies and procedures and position papers, as required</p> <p>Provides clinical supervision and mentoring to minimum of two advanced practice practitioners at CNE/CNC level</p> <p>Creates, actively participates in, and monitors systems for liaison with managers and staff, to ensure evidence based practice in the speciality field is delivered clinically</p> <p>Creates and actively participates in clinical networks in the speciality field to ensure ongoing internal and external systematic peer review of clinical practice</p> |

## Domain 2: Clinical Leadership

| <b>CNC Grade</b> | <b>Award Criteria</b>  | <b>SESLHD MHS Performance Goals</b>  |
|------------------|--|--|
| Grade 1          | <p>Acts as a role model as an expert clinician</p> <p>Contributes to the development and management of clinical processes</p> <p>Provides leadership in the ongoing review of clinical practice at facility and District level</p>   | <p>Acts as a mentor/clinical teacher/resource and support person in a speciality setting</p> <p>In consultation with managers, consumers and clinical staff, develops, implements and evaluates strategies to improve clinical processes and patient care outcomes</p>   |
| Grade 2          | <p>Provides leadership in the ongoing review of clinical practice across multiple sites or by multiple CNCs in an LHD</p> <p>Participates in state and national working parties</p> <p>Assumes leadership roles which promote broader advancement of clinical practice</p> | <p>Facilitates and participates on at least two working groups to conduct annual reviews of guidelines/ policies related to clinical practice in the MH speciality</p> <p>Consults with managers and senior nurses to identify participation on relevant state and national working parties</p> <p>Regularly attends complex case reviews and clinical review meetings to contribute specialist knowledge to the resolution of complex clinical issues</p> <p>Initiates the incorporation of current academic research into clinical nursing practice through informing policy and practice review at a clinical service level</p> |
| Grade 3          | <p>Provides leadership in state, national or international nursing bodies or specialist groups</p> <p>Initiates collaborative ventures with academic colleagues</p>  | <p>Facilitates discussion across SESLHD MHS management, and on state/national bodies, on issues related to changes in nursing practice and consumer care</p> <p>Participates in establishing and maintaining processes for communication between SESLHD MHS and academic institutions, related to nursing practice development</p> <p>Facilitates collaborative partnerships with academic colleagues</p> <p>Participates as a mentor in leadership programs in SESLHD MHS</p>   |

### Domain 3: Research

| <b>CNC Grade</b> | <b>Award Criteria</b>   | <b>SESLHD MHS Performance Goals</b>  |
|------------------|---|--|
| Grade 1          | <p>Initiates, conducts and disseminates the findings of locally based research</p> <p>Participates as a co-researcher in larger studies</p> <p>Manages research projects requiring contribution from others</p> | <p>Sources at least two peer reviewed nursing articles for dissemination into clinical settings through journal clubs, networks forums and clinical supervision groups</p> <p>Promotes a culture of research and enquiry in the clinical setting</p> <p>Initiates nursing participation in research studies conducted in the clinical setting that require clinical contribution from others</p> <p>Utilises clinical meetings to identify opportunities for development of at least two quality improvement/practice development activities each year</p>   |
| Grade 2          | <p>Adapts and applies related scientific research to specialty</p> <p>Initiates original research projects</p> <p>Disseminates research results through publications and presentations</p>                      | <p>Evaluates quality improvement processes and implements practice change into clinical processes/programs/projects</p> <p>Adapts and applies related scientific research from nursing and other scientific disciplines to clinical nursing practice through peer networks, clinical review processes, and policy development and review systems</p> <p>Conducts at least two research activities related to clinical practice each year (e.g. case studies, reviews of practice, practice development) and disseminates research through publications and/or presentations</p>  |
| Grade 3          | <p>Acts as a principal researcher in significant research studies making a contribution to nursing science</p>  | <p>Identifies research opportunities and develops collaborative academic nursing partnerships related to the speciality</p> <p>Identifies gaps in speciality nursing practice and initiates collaboration with academic colleagues</p> <p>Disseminates own research results through specialist publications and presentations at local/state/international forums</p> <p>Participates in and presents during at least two conferences/forums per year</p> <p>Ensures peer reviewed research from nursing and other scientific disciplines as it relates to nursing, is disseminated to and critically discussed at network forums, peer review processes and clinical review processes across the speciality</p> |



## Domain 4: Education

| CNC Grade | Award Criteria  | SESLHD MHS Performance Goals   |
|-----------|---|--|
| Grade 1   | <p>Participates in formal and informal education sessions</p> <p>Identifies clinical education needs</p> <p>Collaborates with others in the development and delivery of education programs</p>  | <p>Undertakes six monthly review of staff education needs, in consultation with clinical staff and management</p> <p>Consults with clinical staff to collaboratively develop and deliver at least four formalised education sessions each year in the speciality clinical setting</p> <p>Consults with clinical staff to collaboratively develop and/or review at least two education resources in the speciality clinical setting</p>   |
| Grade 2   | <p>Undertakes primary responsibility for planning and implementing specialist clinical education for SESLHD MHS</p> <p>Develops significant education resources for nurses and other clinicians</p> <p>Participates in the development and delivery of postgraduate tertiary programs</p> | <p>Facilitates consultation with staff and managers to develop and implement an educational work plan across the speciality area</p> <p>Sources and/or develops evidence based educational resources for nurses working in the speciality across the LHD</p> <p>Contributes advanced practice nursing knowledge to education forums, journal clubs and special interest groups in the speciality area</p> <p>Delivers at least two formalised education sessions across SESLHD MHS clinical settings each year</p> |
| Grade 3   | <p>Provides significant contribution to the direction of clinical nursing education within the speciality</p>   | <p>Facilitates contribution of specialist advice to LHD, state and national practice development processes that review, and impact on, the future direction of nursing practice and consumer care</p> <p>Contributes to the development and delivery of education sessions, related to advance practice in the speciality, to clinicians across the LHD</p> <p>Provides specialist nursing knowledge to SESLHD MHS special interest groups as requested</p>  |

## Domain 5: Clinical Service Planning and Management

| CNC Grade | Award Criteria   | SESLHD MHS Performance Goals   |
|-----------|--|--|
| Grade 1   | <p>Identifies future issues and new directions for the service</p> <p>Contributes to formal service and strategic planning processes in the organisation</p> <p>Plans, implements and evaluates annual plan</p>                    | <p>Reports regularly to line manager against CNC domains to highlight alignment of current practice functions with SESLHD MHS operational and strategic objectives</p> <p>Identifies future issues and new directions for the clinical service</p> <p>Participates in strategic planning processes for the clinical setting</p> <p>Participates as a clinical leader in risk minimisation strategies across the LHD (e.g. sexual safety/aggression minimisation/ workplace safety working groups)</p> <p>Develops and implements a work plan for clinical consultancy service, identifying links to local and LHD clinical services plan</p>   |
| Grade 2   | <p>Provides ongoing comprehensive analyses of current practice and the impact of new directions on the clinical specialty service</p> <p>Initiates, develops, implements and evaluates strategic changes for MH or the service</p> | <p>Provides strategic analyses of the impact of new directions for the clinical service to service/LHD planning processes</p> <p>Provides specialist clinical consultancy to SESLHD MHS projects and working groups reviewing and establishing strategic and operational objectives</p>  |
| Grade 3   | <p>Undertakes primary responsibility for preparation, implementation and evaluation of annual plan for a clinical service</p> <p>Manages complex projects relating to significant practice change for the organisation</p>         | <p>Facilitates multidisciplinary consultation with clinicians and managers, to develop, implement and evaluate an annual work plan for the clinical speciality, incorporating local and LHD clinical services objectives</p> <p>Fosters a clinical service that values and supports SESLHD MHS risk minimisation frameworks and practice change initiatives</p> <p>Provides leadership to clinicians in the speciality, in reviewing and adapting clinical practice to maintain accreditation requirements</p> <p>Utilises specialist knowledge to strategically identify, and facilitate a response to, at least two complex projects relating to practice change issues in SESLHD MHS each year, through the development of policies, position papers, literature reviews or projects</p> <p>Utilises SESLHD MHS management consultation processes to inform of change processes that are likely to impact on service delivery and resource allocation</p> |

**APPENDIX B:**

## SESLHD Mental Health Service Clinical Nurse Consultant Report

This pro forma is to be used for regular reporting requirements and discussed with your manager. Outline any activities you have undertaken for each domain each month, including date attended, and any completed or projected work.

**Name:**

**Workplace:**

**Date:**

| Domain   | Activity |
|--|----------|
| <i>Clinical Service and Consultancy</i>          |          |
| <i>Clinical Leadership</i>                       |          |
| <i>Research</i>                                  |          |
| <i>Education</i>                                 |          |
| <i>Clinical Services Planning and Management</i> |          |
| <i>Other</i>                                     |          |

**APPENDIX C:**

**SESLHD Mental Health Service  
Clinical Nurse Consultant Information for Service Register**

This form is to be completed annually as part of your annual performance review and forwarded to the SESLHD MHS Clinical Nurse Manager.

**Name:**

**Position:**

**Workplace:**

**Specialty area:**

**Office number:**

**Mobile number:**

**Email address:**

**Special interests in mental health, including professional memberships:**

**Current local participation and commitments:**

**Current District participation and commitments:**

**Other current participation and commitments:**