**INTRODUCTION**

- The Department of Health and Human Services (DHHS) and the Tasmanian Health Service (THS) recognise that a period of transition into practice occurs for nurses and midwives as they adjust to their new professional role. Nurses and midwives on completion of their qualification have demonstrated competence to practice, however benefit from additional support as they undertake their new role.

- The impact and effect of support provided during the period of transition from student to practicing nurse or midwife is considered to be of significant importance.

- This Guideline has been developed to ensure consistent, transparent and equitable processes for the management of transition to practice nurses and midwives.

**PURPOSE**

- The purpose of this Guideline is to ensure that:
  - all registered nurses, enrolled nurses and midwives employed by the DHHS and/or THS with less than six months full time equivalent experience in practice are supported in their transition to practice.
  - enrolled nurses who undertake Bachelor of Nursing qualification have support as they make the transition to the new role.
  - enrolled nurses permanently employed by the DHHS and/or THS understand their employment status should they intend to qualify as registered nurses.

**GUIDELINE STATEMENT**

- All registered nurses, enrolled nurses and midwives employed by the DHHS and/or THS with less than six months full time equivalent experience receive specific support to assist in consolidating their knowledge and skills during the initial period of practice in their new professional role.

- An enrolled nurse who qualifies as a registered nurse will have significant changes in their scope of practice and professional decision making responsibilities. As a newly qualified registered nurse, the enrolled nurses will receive specific support to assist in the transition to the new role.

- Similarly, the newly qualified midwife who holds a nursing qualification will also receive support during the period of transition to the new role.

- Transition to the new professional role can be undertaken in any clinical setting that can provide clinical, professional and organisational support. Employment allows for consolidation of clinical practice – which is the core of transition.

*Figure right* illustrates the consolidation of practice as the core to transition
KEY DEFINITIONS

- DHHS and the “Agency” refer to the entire Department of Health and Human Services made up of: Departmental Units responsible for policy, planning and performance; and interface with government, and Operational Units responsible for delivering services against policies, plans and standards set by the departmental units.

- THS refers to the Tasmanian Health Service as constituted under the Tasmanian Health Organisation (Tasmanian Health Service) Order 2015.

- Transition is the period of learning, adjustment and socialisation, where the nurse or midwife applies, consolidates and increases their existing knowledge, gaining competence (knowledge, skills and attitude) that is applicable to the practice setting in which they are expected to perform. A period of transition occurs when any nurse or midwife commences in a new clinical area.

- Transition to Practice refers to the period when the nurse or midwife enters the practice area for the first time and commences the new role after completing a pre-registration, pre-endorsement or specialty post-graduate education program.

- Transition to Practice Clinical Nurse Educators (CNEs) are nurses or midwives whose role includes the coordination of Transition to Practice placements, as is described in their position responsibilities.

IMPLEMENTATION

- The core components of Transition to Practice support include an extended period of orientation, preceptorship and specific professional development opportunities; support will aim to encourage both personal and professional growth.

- The employing Unit Manager, in collaboration with the Transition to Practice CNE commits to ensuring the core components of transition support are provided. The Core Components of Transition to Practice will be available regardless of the clinical setting and the employment arrangements.

- A Performance Management Framework will be used in conjunction with the Nursing and Midwifery Board of Australia Professional Practice Framework as it applies to the registered nurse, enrolled nurse and midwife to structure and guide support.

- All nurses and midwives will maintain evidence of their achievement in practice and transition to the new role in a Professional Portfolio. Evidence of achievement will include completion of six months full time equivalent practice and receipt of two supportive clinical reports.

Selection to Positions

- Selection to positions that require Transition to Practice support will be in accordance with State Service Act 2000 and in particular, Employment Direction No 1, Employment in the State Service (February 2013).

- All positions appointed will align with these Guidelines, the Transition to Practice Framework and the Core Components of Transition to Practice Support.

- For newly registered nurses (registered and enrolled) the selection to positions is facilitated by the Transition to Practice CNE within the DHHS and/ or THS. Transition to Practice placements will occur through a state-wide coordinated approach supported by the Office of the Chief Nurse and Midwifery Officer.

- Transition to practice midwife recruitment is managed at the local facility level.
Transition to Practice Placements (Nursing)

- Recruitment to Transition to Practice positions in nursing utilises a recruitment campaign approach for the state-wide advertising and appointment of positions for any nurse with less than six months full time equivalent experience.

- An applicant pool is formed from the advertised Transition to Practice recruitment campaign. The timing of the campaign enables the selection process to appoint to the major commencement blocks determined by the Service.

- The applicant pool may be used to appoint further fixed-term appointments during the subsequent six-month period following initial advertising, and in accordance with Employment Direction Number 1, Clause 12 (ED1-12).

- Any subsequent selection will be offered to the next suitable applicant identified in the order of merit from the original selection process (ED1-12.2).

- A subsequent vacancy is where any transition placement opportunity is identified outside the usual campaign recruitment process and the recognised transition support is available.

- The Instrument of Appointment is for a fixed-term period for up to 12-months.

- Hours and clinical setting are determined by the employing area, ensuring that the identified core components are available. Ideally, positions are appointed at a minimum of seven (7) days a fortnight.

Enrolled Nurses who are Permanent DHHS and/or THS Employees

- DHHS and/or THS enrolled nurses who are permanent employees who become eligible to register as a registered nurse will, in accordance with the Nurses and Midwives (Tasmanian State Service) Award 2014 (Part III-3(c)), be supported in requesting appointment without advertising to be a registered nurse and be assigned to a vacant registered nurse position if one is available.

- Transition to Practice support is provided for these nurses as they commence in their new role. To facilitate this, the nurse must submit an application to the Transition to Practice recruitment campaign for which they are eligible for a position. This will be for the purpose of allocating the nurse a clinical placement.

- The Appendix to this Guideline provides additional guidance regarding processes to support this nurse.

Transition to New Clinical Setting

- After successful completion of the Transition to Practice period, the transition to a new clinical setting is outside the scope of this guideline, however a performance management framework continues to give direction.

RESPONSIBILITIES

- The Executive Director of Nursing (or equivalent) has responsibility for implementing this Guideline, and ensuring:
  - nurses and midwives with less than six months full time equivalent experience are provided with Transition to Practice support.
  - appropriate systems and processes are in place to monitor compliance with the Guideline; and
  - nurses and midwives are aware of and comply with the Guideline.
The Transition to Practice CNE(s) has responsibility for:

- facilitating, in conjunction with the relevant Nurse Unit Manager and/or Clinical Nurse Educator, the support provided to all registered and enrolled nurses with less than six months full time equivalent experience in practice. Facilitation for midwives with less than six months full time equivalent experience in practice is undertaken by the relevant Nurse Unit Manager and/or Clinical Midwifery Educator.

- using a continuous quality improvement framework to monitor and evaluate all aspects of Transition to Practice placement processes. This includes, but is not limited to, evaluation of the selection process, clinical placements and support structures.

Nurses and midwives have individual responsibility for the provision of safe services to patients/clients. This includes:

- practicing in accordance with Nursing and Midwifery Board of Australia Professional Practice Framework.

- advising their Nurse Unit Manager of any issues relating to the implementation of this Guideline.

- maintaining a Professional Portfolio that reflects the development of practice and professional growth during the transition period. Templates for the Portfolio will be provided.

The Office of the Chief Nurse and Midwifery Officer is responsible for leading collaboration between Executive Directors of Nursing to achieve a statewide approach to recruitment, selection and retention processes for Transition to Practice positions.

Human Resources and Workplace Safety is responsible for initiating and supporting the statewide recruitment campaign processes.

AUDIT AND COMPLIANCE

- This Guideline will be subject to normal internal review procedures.

- This is a state-wide guideline and is not to be re-interpreted through subordinate policies or guidelines. Should discreet operational differences exist, these should be expressed in the form of an operating procedure or protocol that is approved at the same level as this guideline.

- Any failure to comply with this Guideline should be reported to the relevant manager in accordance with reporting lines.

- Transition to Practice CNEs will coordinate the evaluation of Transition to Practice support that they facilitate and report to their Executive Director of Nursing.

OUTCOME

- Nurses and midwives undertaking transition to the new professional role receive specific support (as outlined in the Core Components of Transition Support) to consolidate their knowledge and skills during the initial period of transition.

- Nurses and midwives complete a period of transition to their new role and demonstrate competence and confidence in their clinical practice setting.
Related Documents/ Useful References

- State Service Act 2000
- Employment Direction No 1 - Employment in the State Service (February 2013).
- Nurses and Midwives (Tasmanian State Service) Award 2014
- Performance Development
- Transition to Practice Core Components for support
- Transition to Practice Framework
- Professional Portfolio template including generic and Transition to Practice components

Appendix

- Appendix: Enrolled Nurses who Seek to Qualify as a Registered Nurse
This Appendix provides additional direction to the Transition to Practice for Nurses and Midwives Guideline section Implementation - Enrolled Nurses who are Permanent DHHS and/or THS Employees, that is:

DHHS and/or THS enrolled nurses holding permanent positions who become eligible to register as a registered nurse will, in accordance with the Nurses and Midwives (Tasmanian State Service) Award 2014 Part III-3(c), be supported in requesting appointment without advertising to be a registered nurse and be assigned to a vacant registered nurse position if one is available.

This Appendix applies where the enrolled nurse holds permanent status (the Permanent Enrolled Nurse) within the DHHS and/or THS and commences studies to qualify as a registered nurse.

Since 2010 (and the introduction of the National Registration and Accreditation Scheme) an enrolled nurse, under certain circumstances, may hold registration as both an enrolled nurse (Division 2) and a registered nurse (Division 1).

A nurse whose employment status is permanent within the DHHS and/or THS; holds permanency to a role and not to a position within a specific area.

**INTENTION**

- The DHHS and/or THS Permanent Enrolled Nurse who qualifies as a registered nurse:
  - will have their permanent employment status maintained, and be supported in requesting that status be assigned to a registered nurse position.
  - will be supported during their transition to the new role.

**IMPLEMENTATION**

Notice of intention to qualify as registered nurse

- The Permanent Enrolled Nurse will notify their Nurse Unit Manager (in writing) at the commencement of their studies, their intention to qualify as a registered nurse. This notice will enable preparation to be made to support the nurse in the change in role.

Maintenance of permanent employment status

- The Permanent Enrolled Nurse will be offered a registered nurse Transition to Practice position for a fixed term that commences as part of the next scheduled registered nurse Transition to Practice cohort immediately following qualification.

- The Permanent Enrolled Nurse will be supported in requesting promotion/appointment without advertising to be a registered nurse; and be assigned to a vacant registered nurse position if one is available. Appointment should align with completion of the fixed-term registered nurse Transition to Practice position.

Allocation of Registered Nurse Transition to Practice Placement

- The Permanent Enrolled Nurse allocation to a registered nurse Transition to Practice position will be made as an adjunct to the Transition to Practice recruitment processes.
Appendix - Enrolled Nurses who Seek to Qualify as a Registered Nurse

- The Permanent Enrolled Nurse is to complete a registered nurse Transition to Practice application during the recruitment period, for the purpose of placement allocation.

- The placement will be for a fixed-term of six (6) to twelve (12) months only. Hours will be in accordance with the Transition to Practice placement requirements.

- To support the transition to the new role, the Transition to Practice clinical placement will be in a different clinical area to where the nurse practices as an enrolled nurse. The nurse’s placement preference will be considered when the allocation is made; however, placement allocation will be determined using the principles of merit, considering other appointees.

- The nurse will commence the registered nurse Transition to Practice position at the time of the established Transition to Practice cohort intake. Until that time, the nurse will continue on their unit roster, in their enrolled nurse position.

Completion of Transition to Practice Placement

- Before completion of Transition to Practice activities, the Permanent Enrolled Nurse will have received support from the DHHS and/or THS in requesting promotion/appointment without advertising to be a registered nurse and assigned to a vacant registered nurse position.

- The Permanent Enrolled Nurse may seek to secure a permanent registered nurse position through application to a vacant position using the usual advertising and selection processes.

- The Permanent Enrolled Nurse will be maintained in their substantive classification as a permanent enrolled nurse and fill fixed-term positions and receive higher duties allowance until such time as they are permanently placed in a registered nurse position.

RESPONSIBILITIES

- Permanent Enrolled Nurse responsibilities include:
  - Notifying their Nurse Unit Manager (in writing) of their studies, expected qualification date and intention to register and work as a registered nurse. This notification is given at the commencement of their studies; and when any variation occurs to the expected qualification date.
  - Contacting the Transition to Practice CNE regarding accessing registered nurse Transition to Practice support.
  - Submitting prior to qualification, a completed application for a registered nurse Transition to Practice position, during the public recruitment period. This enables their inclusion in placement allocations.
  - Undertaking Transition to Practice activities in accordance with the accepted requirements and the usual employee performance development principles.
  - Actively seeking a suitable registered nurse position at completion of the Transition to Practice placement.

- Nurse Unit Manager (or equivalent) responsibilities include:
  - Being aware of this Guideline and, with the Permanent Enrolled Nurse undertaking Bachelor of Nursing studies, during the annual Professional Development Agreement meeting discussing
    - progress through their studies
    - support as outlined in this Guideline.
Appendix - Enrolled Nurses who Seek to Qualify as a Registered Nurse

- Discussing this in the annual Performance Development Agreement meeting.
- Releasing the Permanent Enrolled Nurse from the roster to enable transfer into the allocated registered nurse Transition to Practice fixed term placement.
- Supporting the nurse in seeking direct promotion/appointment to a permanently-funded registered nurse position within the DHHS / THS.
- Funding the holding position (if required) on completion of the nurses’ Transition to Practice contract, until a funded registered nurses position is secured.

- Transition to Practice CNE aligns with the nurse’s employment responsibilities which includes:
  - Discussing with the Permanent Enrolled Nurse the process for appointing to a supported placement.
  - Facilitating in conjunction with the relevant Nurse Unit Manager and/or Clinical Nurse Educator, the support provided to all registered nurses with less than six months full time equivalent experience in practice at their target classification.
  - Determining the Permanent Enrolled Nurses clinical placement, by considering their application within Transition to Practice recruitment placement allocations.

- Human Resource Team responsibilities include:
  - Supporting the operational unit in requesting the relevant Head of State Services to appoint without advertising the enrolled nurse to be a permanently funded registered nurse within the DHHS or THS.
  - Provide expert advice within the intent of this Guideline, and in accordance with the Nurses and Midwives (Tasmanian State Service) Award 2014 and Employment Direction No. 1 specifically Clause 17.

REFERENCE

Nurses and Midwives (Tasmanian State Services) Award 2014, Part III-3(c),

PART III – SALARIES AND RELATED MATTERS

3. ACCELERATED ADVANCEMENT

(c) Enrolled Nurse Upgrade to Registered Nurse

(i) An enrolled nurse who completes the conversion course to registered nurse will, if already a permanent employee, be supported by the Agency in requesting approval by the Head of State Service to promote/appoint the employee without advertising to be a registered nurse and being assigned to a vacant registered nurse position if one is available.

(ii) Where there is no vacancy for a registered nurse and subject to the Head of State Service approving the promotion/appointment without advertising to a registered nurse, the employee will be held against a holding position until such time as a vacancy arises. A nurse’s area of clinical specialisation will be taken into account where-ever possible in the assignment of duties.

(iii) If an enrolled nurse’s position is to be upgraded to a registered nurse on the obtainment of prerequisite qualifications, an application to promote/appoint the employee without advertising will be supported by the Agency to the Head of State Service. An enrolled nurse promoted/appointed to an upgraded classification of registered nurse grade 3 will do so at no lesser salary than that which the employee was in receipt of immediately prior to the promotion/appointment occurring.