

ACT Nursing and Midwifery Leadership Capability Framework

The Framework



Acknowledgement of Country

The Health and Community Services Directorate acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and contribution they make to the Canberra region and the life of our city.

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Acknowledgments

The ACT Nursing and Midwifery Leadership Capability Framework has been developed through a collaborative and inclusive co-design approach, led by the Office of the Chief Nursing and Midwifery Officer, Health and Community Services Directorate (HCSD).

The development of this framework was made possible through the insight, expertise and commitment of the following contributors:

We acknowledge the significant contributions of nursing and midwifery executives from public and private sectors, defence force nursing, clinical leaders, peak bodies, unions, education partners, and consumer representatives as the membership of the ACT Nursing and Midwifery Leaders Network. We value the engagement and contribution from nurses and midwives across the ACT whose insights informed this work. We recognise the valuable input of these representatives, ensuring the Framework reflects the needs and expectations of the community.

We acknowledge HCSD Health Partnerships for their cultural guidance and contribution in ensuring Aboriginal and Torres Strait Islander perspectives, along with diverse cultural voices, were meaningfully represented in the Framework. We acknowledge the valuable input from Work Health and Safety representatives in supporting safe and sustainable leadership practices, and the Canberra Health Services Library Services team for their expertise in supporting the evidence review and informing the underpinning literature for this work.

This Framework reflects a shared commitment across multiple sectors drawing on the collective expertise of nursing and midwifery professionals at all levels of leadership.

We extend our sincere appreciation to all who contributed to the co-design of this Framework, supporting strong, inclusive, and future-focused nursing and midwifery leadership in the ACT.

A message from the Chief Nursing and Midwifery Officer



It is my pleasure to present the ACT Nursing and Midwifery Leadership Capability Framework (the Framework). The Framework is the culmination of work over the last year to design and develop a framework that supports the development and sustained professionalism of nursing and midwifery leadership across the ACT.

Nurses and midwives delight in high quality care in complex and rapidly changing environments. A clear, evidence informed leadership framework strengthens individuals and team capability, enhances workforce wellbeing and supports job satisfaction.

Developed collaboratively through the ACT Nursing and Midwifery Leaders Network and grounded in contemporary literature, the Framework recognises that strong nursing and midwifery leadership is essential for improving patient outcomes, supporting workforce sustainability and advancing health equity.

The Framework embeds culturally safe, inclusive practice and contemporary leadership practices, highlighting the essential role of representation across the nursing and midwifery professions. It is designed to empower our workforce to lead, innovate, and evolve which will ultimately drive improved outcomes for patients, families and consumers and drive professional growth and satisfaction.

At its core, the Framework establishes a clear and structured approach to leadership development, offering pathways for capability building, succession planning, and sustainable leadership excellence. It reinforces a culture of respect, collaboration, and professional growth, whilst supporting the creation of positive and healthy workplace environments.

Developed through a co-design process, the Framework sets the strategic direction for leadership capability at all levels and is intentionally designed to be:

- meaningful and diverse to nursing and midwifery contexts
- practical and applicable to everyday leadership challenges
- flexible across various levels of expertise and contexts
- evidence-based grounded in best practice
- easily embedded within real-world clinical and organisational environments

The Framework introduces six integrated core themes which underpin effective leadership including professional identity, collaboration and interprofessional practice, evidence-based and ethical leadership, strategic and systems level thinking, safe and healthy work environments and leading with innovation and emotional intelligence. It is intended for use by all nurses and midwives across the ACT.

I would like to thank all members of the ACT Nursing and Midwifery Leaders Network for their commitment and contribution to co-creating this Framework for our professions. I look forward to the ongoing implementation and evaluation insights to support its long-term sustainability.



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ACT Nursing and Midwifery Leadership Capability Framework (the Framework)

Purpose

The ACT Nursing and Midwifery Leadership Capability Framework (the Framework) is an evidence-based guide designed to strengthen leadership across all contexts of practice and all levels of experience. It promotes culturally safe, inclusive, and adaptive leadership, supporting positive workplace culture and better outcomes for users of the health service and communities.

Contextual Setting

The Framework is grounded in the contemporary context of the ACT health system and reflects the realities of modern nursing and midwifery practice. It is designed for use across all ACT healthcare environments where nurses and midwives are employed.

It acknowledges that nurses and midwives operate in complex, rapidly changing, and culturally diverse settings and that leadership occurs at every level, both formal and informal. The Framework aligns with system-wide priorities such as health system reform, person centred care, and building a positive, respectful workplace culture.

It responds to increasing workforce pressure and reinforces the need for collaborative, respectful and psychologically safe nursing and midwifery teams. The Framework supports succession planning, capability development, and sustained professional growth across all career stages. It positions leadership as a mindset and everyday practice which reflects the relational, adaptive and shared nature of leadership that underpins contemporary nursing and midwifery.

The Framework is intended to be used alongside each organisation's goal setting approaches, leadership resources, and professional development and education structure to ensure consistent, aligned and meaningful development opportunities. The Nursing and Midwifery Board of Australia (NMBA) Professional Standards of Code of Conduct, Standards for practice, and Code of ethics for nurses and midwives are provided as an accompanying reference, strengthening the Framework through grounding it in nationally recognised expectations for safe, competent, and professional nursing and midwifery practice – [Nursing and Midwifery Board of Australia - Professional standards](#).

Design and Structure

The Framework is represented by a circular design, symbolising the holistic nature of leadership. Around the outer circle are six interconnected themes, each with three key capabilities that describe what a nurse and midwife need to demonstrate in everyday practice. At the centre, the colours and elements of all themes blend, representing integration, adaptability, collaboration, and continuous growth.

Colour Significance

Green - Growth, Renewal, and Wellbeing.

The colour represents the continuous development and ongoing revitalisation of individuals, systems, and practice. It highlights how leadership nurtures positive change and supports holistic wellbeing.

Blue - Trust, Professionalism, and Clarity.

Symbolises reliability and commitment to transparent, evidence informed decision making. It reinforces the importance of clear communication and professional integrity in leadership

Purple - Wisdom, Compassion, and Inclusive Leadership.

Reflects thoughtful judgement and empathetic engagement. It embodies leadership that values diverse perspectives and fosters a sense of belonging.

Together, these colours visually reinforce that leadership is not a standalone attribute. Instead, it is woven into everyday practice – interconnected across roles, teams and settings. The colours signal that effective leadership emerges through shared responsibilities, relational practice and aligned purpose.

Why it matters

The Framework empowers nurses and midwives to lead, innovate, and adapt in a dynamic health system. It provides clear pathways for development and succession planning, strengthens collaboration and respect, and fosters sustainable workplace culture. It encourages curiosity, clarity, and courage in leadership, creating environments where individuals and teams thrive.

Key Themes and Capabilities of the Framework

Please refer to the accompanying diagram and table outlining the preamble of each theme with a description of key knowledge, skills, behaviours and career progression.

1. Professional Identity

Key capabilities - Demonstrates flexibility in practice, behaves authentically in all professional interactions and upholds accountability to self, team, and the profession

2. Collaboration and Interprofessional Practice

Key capabilities - Embeds proactive practices, empowers others, and fosters psychological safety

3. Evidence based and Ethical Leadership

Key capabilities - Influences a positive workplace culture, supports and manages change effectively, and fosters a continuous learning environment for self, team, and the profession

4. Strategic and System Level Thinking

Key capabilities- Is vision driven, is a sound decision maker and leads with curiosity

5. Promotes Safe and Healthy Work Environments with key capabilities

Key capabilities - Embeds proactive practices, empowers others, and fosters psychological safety

6. Leading with Innovation and Emotional Intelligence

Key capabilities - Adapts effectively, demonstrates empathy in interactions, and consistently show compassion in leadership practice

The Framework



Professional Identity



Preparing current and future leaders through structured education, mentorship, and continuous learning lays the foundation for sustainable leadership growth. This journey builds individual and collective capacity, fostering confidence and cultivating a strong sense of professional identity. Central to this development is core leadership skills, emotional awareness, and reflective practice - each essential for leading with authenticity, resilience, and impact.

Knowledge

A nurse or midwife will have the ability to:

- Work, lead and collaborate - Strengthen professional identity through active engagement, leadership, and teamwork.
- Respect different ways of knowing, being and doing - Value and be open to learning from diverse worldviews, including First Nations knowledges, multicultural perspectives, and varied lived experiences. Support holistic, person-centred leadership that recognises cultural, emotional, spiritual, and social wellbeing alongside physical health.
- Demonstrate self-awareness and flexibility - Understand your leadership style and adapt effectively to diverse contexts and challenges.
- Build Meaningful Relationships - Foster trust, respect, and recognition of colleagues' and multidisciplinary teams' knowledge and skills to enhance leadership impact.
- Appreciate role diversity - Value the contributions of those in formal leadership positions as well as individuals who lead through influence.
- Think critically - apply evidenced-based reasoning and problem-solving to guide safe, effective and ethical care.
- Align education with scope of practice - pursue learning opportunities that meet professional needs and support scope expansion for growth.
- Champion collective leadership - drive sustainable change and fostering collaboration, shared responsibility and partnership across teams, the organisation, and the broader system.
- Demonstrate advocacy and accountability - Advocate for users of the health service, colleagues, and the profession, while maintaining accountability for decisions and actions.

Skills

A nurse or midwife will have the ability to:

- Demonstrate authenticity and integrity - Act with reliability and set a positive example through consistent, ethical behaviour.
- Ensure values alignment - Align personal values with organisational principles while demonstrating clinical adaptability and responsiveness to patient/consumer and system needs.
- Be self-aware - Understand personal strengths and limitations and seek support when needed.
- Build capability and develop others - Support colleagues through guidance, reflective practice, and shared learning.
- Bring diverse experiences - Draw on operational, strategic, academic, and research perspectives to inform leadership.
- Demonstrate positive framing - Represent the profession positively and lead constructive and collaborative problem solving.

Behaviours

A nurse or midwife will have the ability to:

- Model consistency and professionalism - Demonstrate reliability and set a positive example in all actions.
- Practice active listening and non-judgement - Engage openly and respectfully to build trust and understanding.
- Demonstrate commitment to growth - Invest time in developing self and others through continuous learning.
- Adopt a measured, strengths-based approach - Act thoughtfully and leveraging strengths to achieve positive outcomes.
- Strengthen professional identity and collegiality - Uphold the values of nursing and midwifery, foster collaboration, and support autonomy within scope of practice.
- Demonstrate self-awareness and reflection - Reflect regularly on practice and seek support when needed.
- Apply contextual experience - Use insights from operational, strategic, academic, and supervisory contexts to inform leadership.
- Show accountability and advocacy in action - Take ownership of decisions and advocate for safe, ethical, and person-centred care.

Career Progression

A nurse or midwife will have the ability to:

- Demonstrate curiosity and insight - Engage in reflective practice, clinical supervision, and thoughtful inquiry, learning from colleagues and multidisciplinary teams to strengthen leadership capability.
- Guide through complexity - Support informed decision-making and provide clarity and reassurance in challenging or evolving healthcare environments.
- Apply evidence-based practice - Use research and best practice to strengthen professional identity and inform leadership strategies.
- Commit to growth and development - Actively pursue opportunities for learning, professional advancement, and leadership through structured programs, frameworks, and mentorship.
- Navigate clear pathways - Work collectively to strengthen accessible career pathways that enable nurses and midwives to progress through their career while upholding professional identity within an evolving health system.
- Demonstrate advocacy and authentic leadership - Champion the professions and advocate for equitable opportunities while leading with authenticity, integrity, and accountability to drive meaningful change.



Collaboration and Interprofessional Practice

Fostering inclusive, equitable and effective teamwork across disciplines and cultures.

Knowledge

A nurse or midwife will have the ability to:

- Demonstrate cultural safety and role clarity - Understand and respect the roles, scopes, and responsibilities of all healthcare professionals.
- Apply adaptive and equitable communication - Recognise diverse communication styles and adjust for clarity, inclusion, and connection across all settings.
- Foster collaborative learning - Create environments where professionals learn together, share insights, and integrate leadership across multidisciplinary teams.
- Promote knowledge sharing - Identify and support champions of best practice to strengthen collaboration and embed effective approaches across disciplines.

Skills

A nurse or midwife will have the ability to:

- Demonstrate effective and inclusive communication - Use strong verbal and non-verbal communication, active listening, and inclusive language to build cohesive teams.
- Apply equity and role clarity in practice - Ensure fairness and clearly defined roles to support collaboration and accountability.
- Commit to continuous professional development - Maintain current and relevant skills through ongoing learning aligned with scope of practice and credentialing standards.
- Exhibit critical thinking, decision making, and empowerment - Navigate complexity, make informed and ethical decisions, and empower colleagues and teams to contribute to solutions and thrive within a dynamic health environment.

Behaviours

A nurse or midwife will have the ability to:

- Demonstrate openness and respect - Show curiosity, inclusivity, and cultural safety in all interactions.
- Demonstrate cultural humility - Approach cultural differences with curiosity, self-reflection, and acknowledgement of power imbalances.
- Build relationships and trust - Foster collegiality across professions and sectors through consistent, respectful engagement.
- Maintain role awareness and clarity - Communicate roles and scopes of practice clearly within healthcare teams.
- Promote teamwork and collaboration - Strengthen interprofessional teamwork through supportive systems and inclusive organisational cultures.
- Practice active listening and connection - Engage attentively to build understanding and strengthen collaborative relationships.
- Model accountability and advocacy - Act with integrity, advocate for equitable care, and take responsibility for professional actions.

Career Progression

A nurse or midwife will have the ability to:

- Ensure equitable access - Advocate for fair opportunities for education, networking, and leadership development.
- Secure dedicated resources - Support the availability of time and funding to enable professional growth and interprofessional collaboration.
- Navigate structured pathways - Pursue clear and accessible routes for career advancement that support professional growth and interprofessional collaboration.
- Clarify governance and trust in leadership - Strengthen governance structures to sustain leadership growth and enhance visibility across disciplines.
- Demonstrate communication and trust in leadership - Use transparent, respectful communication and trust-building strategies to guide teams and influence positive change.

Evidenced Based and Ethical Leadership



Grounding leadership in evidence, ethics and continual improvement. Ensures leadership is grounded in compassion, respect and responsiveness to diverse patient/consumer needs.

Knowledge

A nurse or midwife will have the ability to:

- Demonstrate ethical and legislative awareness - Understand reforms, codes of conduct, and best practice standards.
- Apply research and evidence - Interpret and use research findings to inform safe, effective decision making.
- Align values and practice - Integrate personal and organisational values to guide ethical leadership.
- Adopt a global perspective - Use international data sources, research insights, and global health trends to support evidence based, ethical care.
- Commit to quality improvement - Maintain evidence-based care and drive continuous improvement across all care settings.
- Lead learning and change - Foster a culture of learning, influence others positively, and guide teams through evolving healthcare contexts.

Skills

A nurse or midwife will have the ability to:

- Demonstrate advocacy and influence - Champion nursing and midwifery priorities and advocate for evidence-based practice.
- Apply innovation and critical thinking - Use creativity and analytical reasoning to address complex challenges.
- Practice compassionate leadership - Lead with empathy, respect, and professionalism.
- Use data to guide decisions - Interpret data to strengthen practice and inform policy.
- Enable collaboration and change - Work effectively across teams and contribute to structured change processes.

- Build effective partnerships - Engage with stakeholders and data teams to inform decision-making.

Behaviours

A nurse or midwife will have the ability to:

- Demonstrate openness to change - Embrace innovation and adapt effectively in dynamic environments.
- Engage in courageous conversations - Participate respectfully in challenging discussions and question conventional thinking.
- Promote a culture of learning - Encourage continuous learning and professional growth within teams.
- Foster diversity and inclusion - Create environments that value diversity and uphold cultural safety.
- Demonstrate empathy and accountability - Show compassion while taking responsibility for actions and outcomes.
- Model respectful, values driven leadership - Lead through inclusive dialogue and professional behaviour.

Career Progression

A nurse or midwife will have the ability to:

- Support mentorship and development - Facilitate growth through mentoring, leadership workshops, and structured learning opportunities.
- Lead improvements by championing ethical decision-making and applying leadership behaviours that support positive, sustainable change in practice.
- Strengthen research and advocacy - Actively look for funding avenues and support environments that encourage ethical questioning and research growth.
- Develop clear succession pathways - Establish structured processes that cultivate and prepare future leaders and career progression.

Strategic and Systems Level Thinking



Influencing systems, shaping policy and managing resources for long term impact and sustainability.

Knowledge

A nurse or midwife will have the ability to:

- Understand and apply professional and ethical standards - Interpret legislative requirements, professional codes of conduct, and best practice guidelines to ensure safe, ethical care aligned with regulatory frameworks.
- Use evidence to guide practice - Critically interpret research and data to inform decisions, strengthen leadership strategies, and improve outcomes.
- Recognise system barriers and enablers - Analyse system-level challenges and opportunities, implementing targeted strategies and support positive change.
- Apply career stage perspective - Understand how roles and responsibilities evolve across early, mid and late career stages to support effective decision making and workforce development.
- Practice vision driven and curious leadership - Explore emerging trends and maintain a future-focused vision that fosters innovation and adaptability.

Skills

A nurse or midwife will have the ability to:

- Apply policy to support positive change - Use policy knowledge to influence improvements in healthcare systems.
- Lead change using systems thinking - Manage complex change processes and adopt a system wide lens to support sustainable improvements.
- Apply financial literacy - Understand budget, resource allocation, and economic impacts to guide strategic decisions, influence investment, support business case development, and advocate for sustainable funding for nursing and midwifery priorities.
- Think analytically and inquisitively - Interpret data, evidence and policy to influence strategic outcomes.

- Engage stakeholders effectively - Build strong relationships and collaborate across diverse professional and organisational groups.
- Navigate political environments - Operate confidentiality within government, political structures, and organisation frameworks to advance nursing and midwifery priorities.

Behaviours

A nurse or midwife will have the ability to:

- Take ownership of policy and practice - Influence and shape policy direction and implementation with accountability.
- Demonstrate long-term vision - Plan beyond immediate needs to achieve sustainable, system-wide improvements.
- Show adaptability and confidence - Respond effectively to evolving challenges while maintaining composure and professional assurance.
- Respect and integrate diversity - Value diverse perspectives and embed cultural safety into decision-making.
- Lead inclusively - Communicate a clear vision that incorporates social determinants of health, human rights and environmental considerations.
- Role model forward-thinking leadership - Act proactively and inclusively to create meaningful, system level impact.
- Be a decisive and curious leader - Make informed decisions with confidence while fostering curiosity and openness to new ideas.

Career Progression

A nurse or midwife will have the ability to:

- Develop systems-level leadership - Build understanding of scope of practice, credentialing requirements, and stakeholder dynamics to lead effectively across the system.
- Think creatively and influence change - Use innovation and strategic networking to drive improvements from any role or career stage.
- Operate within clear governance structures - Navigate defined frameworks that support leadership development and career visibility.
- Gain cross-industry insights - Draw on diverse perspectives, particularly within health organisations, to strengthen leadership capability and inform career pathways.
- Pursue vision driven career growth - Seek opportunities that align with a clear leadership vision and foster ongoing learning, adaptability, and development.



Promotes Safe and Healthy Work Environments

Ensure that leaders actively foster environments where employees feel safe, supported and able to thrive.

Knowledge

A nurse or midwife will have the ability to:

- Understand Work Health and Safety (WHS) legislative duties - Demonstrate knowledge of obligations under the WHS Act and Regulations, including due diligence, hazard identification, risk assessment, and control measures. - [Work Health and Safety Act 2011 - Federal Register of Legislation](#).
- Manage psychosocial hazards and cultural safety - Apply principles and legislative requirements to create safe, inclusive, and respectful workplaces that address psychosocial risks in line with WHS Codes of Practice.
- Navigate organisational policies and practices - Understand trauma-informed care, restorative approaches to harm, and governance frameworks that support safety, accountability and wellbeing.
- Identify hazards and implement controls - Access and interpret data to recognise safety hazards and implement strategies that empower teams to act confidently.
- Commit to continuous learning - Engage in ongoing professional development through universities, colleges, and internal systems to maintain competence and confidence.
- Promote shared responsibility and empowerment - Foster a culture of safety that acknowledges personal and professional limitations, promotes collective accountability, and empowers individuals to contribute to solutions.

Skills

A nurse or midwife will have the ability to:

- Demonstrate observant and proactive safety behaviours - Model compliance with WHS legislation and actively contribute to a positive, accountable safety culture.
- Apply transparency, fairness and cultural safety in decision making - Communicates openly, uses equitable processes, and incorporate diverse perspectives that support trust and psychological safety.

- Embed learning and psychosocial safety in daily practice - Facilitate early intervention, encourages continuous improvement, and create environments where people can raise concerns safely.
- Maintain an approachable and present leadership style - Be consistently available, engages in core work, and builds trust through genuine interactions and visible involvement.
- Provide regular gratitude and feedback - Acknowledges contributions, offers constructive feedback, and receives feedback openly to strengthen team connection and psychosocial wellbeing.

Behaviours

A nurse or midwife will have the ability to:

- Exhibit emotional intelligence - Demonstrate self-awareness, empathy, and proactive engagement in all professional interactions.
- Practice active listening and inclusion - Value diverse perspectives and foster an environment where all voices are heard, respected, and included.
- Be observant and proactive - Identify potential issues early and take decisive action to prevent harm and improve outcomes.
- Model courage and innovation - Show the courage to lead change and contribute creative, evidence-based, and innovative solutions.
- Model transparency, fairness, and cultural sensitivity - Communicate openly and make equitable decisions that respect diversity and build trust.
- Uphold cultural and organisational values - Set a positive tone, respond thoughtfully, and consistently model behaviours that reflect integrity and respect.
- Promote a culture of learning and psychological safety - Encourage early intervention, continuous improvement, and create safe spaces for feedback and innovation.
- Demonstrate approachability and presence - Be emotionally and physically available, actively engaged in core work, and foster trust, equity, and empowerment.
- Empower others and build resilience - Create supportive environments that empower individuals, strengthen team resilience, and promote sustainable outcomes.
- Express gratitude and embrace feedback - Show appreciation and remain open to feedback to strengthen team cohesion and psychological safety.

Career Progression

A nurse or midwife will have the ability to:

- Identify and empower emerging leaders - Recognise individuals with passion and potential, including those who demonstrate cultural competence and advocacy.
- Implement structured development strategies - Support leadership growth through role rotation, mentorships, coaching, role-swapping, and experiential learning opportunities.
- Ensure culturally safe development foundations - Promote career growth in environments that uphold inclusion, respect, equity and psychosocial safety.
- Prioritise succession planning - Build a sustainable leadership pipeline grounded in risk management, cultural safety, and empowerment.
- Strengthen workforce resilience - Look for and contribute to development pathways that build leadership capacity and support long term adaptability across diverse healthcare environment.



Leading with Innovation and Emotional Intelligence

Develop core leadership skills, emotional awareness and reflective practice essential for effective leadership. Leads change, inspires innovation and adapts to evolving healthcare environments.

Knowledge

A nurse or midwife will have the ability to:

- Apply organisational insight - Interpret organisational values, governance structures, and strategic goals to align practice with broader system priorities.
- Demonstrate role clarity and accountability - Understand leadership responsibilities within the health system and act with integrity and transparency.
- Apply person-centred and trauma-informed approaches - Prioritise individual needs, psychosocial safety, and holistic care in every interaction.
- Recognise team dynamics - Understand personality differences and how they influence collaboration, performance, and team cohesion.
- Foster culturally informed understanding and partnership - Build relationships with universities, colleges, and professional bodies to strengthen cultural competence and inclusive practice.
- Resolve conflict constructively - Use restorative approaches to address concerns, repair relationships, and maintain trust within teams.

Skills

A nurse or midwife will have the ability to:

- Communicate effectively and inclusively - Navigate complex conversations, clarify expectations, and build strong professional relationships through active listening and empathy.
- Demonstrate adaptive, person-centred leadership - Inspire trust and collaboration by showing understanding and care in all leadership actions.
- Lead with compassion and empathy - Inspire trust and collaboration by showing understanding and care in all leadership actions.
- Think creatively and critically - Generate innovative solutions to complex challenges while maintain efficiency and sustainability in practice.

- Commit to continuous learning - Engage in lifelong development, address skills gaps, and utilise resources to support growth and leadership capacity.

Behaviours

A nurse or midwife will have the ability to:

- Show emotional intelligence - Demonstrate self-awareness, empathy, and proactive engagement in all professional interactions.
- Practice active listening and inclusion - Value diverse perspectives and create environments where all voices feel heard and respected.
- Model courage and innovation - Demonstrate bravery in driving change and implement evidence based, creative solutions.
- Lead cultural and organisational values - Set a positive tone, respond thoughtfully, and model behaviours that reflect integrity and respect.
- Empower others and build resilience - Create supportive environments that enhance individual empowerment, strengthen team resilience, and promote sustainable outcomes.

Career Progression

A nurse or midwife will have the ability to:

- Provide clinical supervision and mentorship - Support development through structured guidance, coaching, and experiential learning opportunities.
- Enhance leadership visibility and networks - Strengthen leadership presence and enable access to networks that support growth and influence.
- Create inclusive decision-making environments - Establish spaces that enable meaningful in shaping policy, practice and strategic direction.
- Engage in structured leadership programs - Look for, participate in, and work towards leadership development opportunities that build capability and confidence through tailored education and accessible resources.
- Foster a safe learning culture - Promote environments where mistakes are viewed as learning opportunities and innovation is encouraged through “fail forward” approaches.
- Prioritise experiential learning - Emphasise hands-on experience, reflection, and peer support to strengthen leadership adaptability and capability.



Conclusion

The Framework brings together a shared vision for contemporary nursing and midwifery leadership – one grounded in collaboration, clarity and capability, and curiosity. It establishes a unified and adaptable approach to leadership for nurses and midwives at all levels, providing a foundation for integrating leadership into everyday practice.

Developed through broad collaboration with health professions across the ACT, it sets a clear direction for fostering a culture of excellence, accountability, and person-centred care. Used alongside policies, procedures, professional development tools, and role descriptions, the ACT Nursing and Midwifery Leadership Capability Framework supports the ongoing evolution of nursing and midwifery leadership within a rapidly shifting health system context.

Together, these elements enable nurses and midwives to lead with confidence, curiosity, and compassion - strengthening care for our community now and into the future.

