



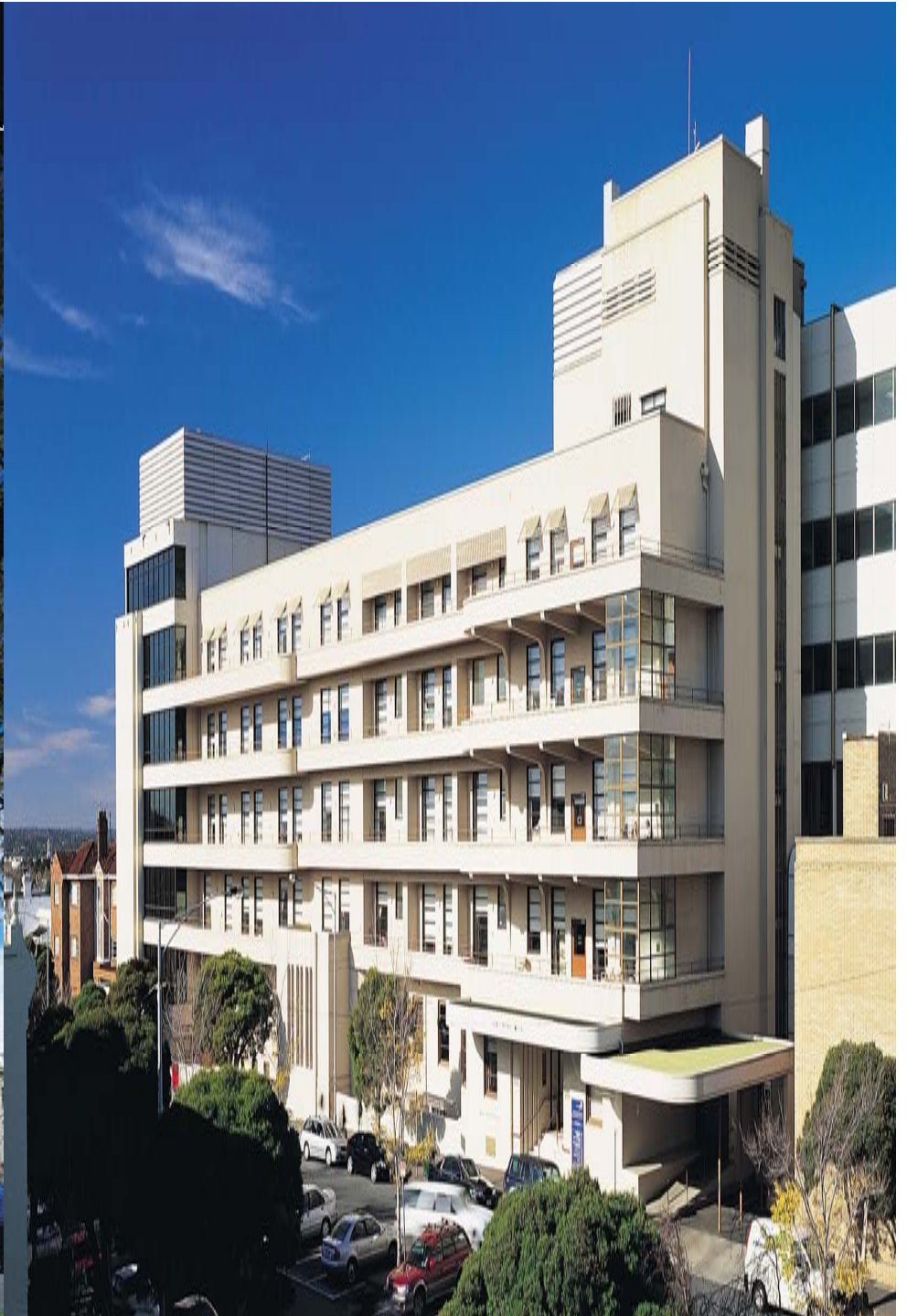
*St Vincents & Mercy
Private Hospital*

Education - the key to retention

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Director of HR & Workforce Development

St Vincents & Mer



About Us

2 Hospitals Merged as Joint Venture 1998

- St Vincents Private (Fitzroy):
 - 235 beds, 8 theatres, 3 Cardiac/Vasc labs.
 - 9 Del Suites (3400 births pa)
 - Obstetrics, Cardiac, Neurosurgery

- Mercy Private (East Melbourne):
 - 170 beds, 10 theatres, 15,000 elective procedures p.a.
 - Orthopaedics, ENT, Plastics, Urology

1300 Staff, 820 EFT



Workforce Picture 2002-03

➤ SVMPH

- High Agency - \$10million pa
- High Attrition / Low retention
- High vacancy rate
- Workforce ageing > Industry - >84% of RNs were Grade 2 Year 8 & over

➤ Industry predictions

- Council of Deans – 40% shortfall nationally by 2006
- Predicted shortfall of 10,000 nurses in Victoria by 2012
- Reduction in entrants to workforce



All Sectors Division 1 Nurses: Demand versus Supply 2002-03 to 2011-12

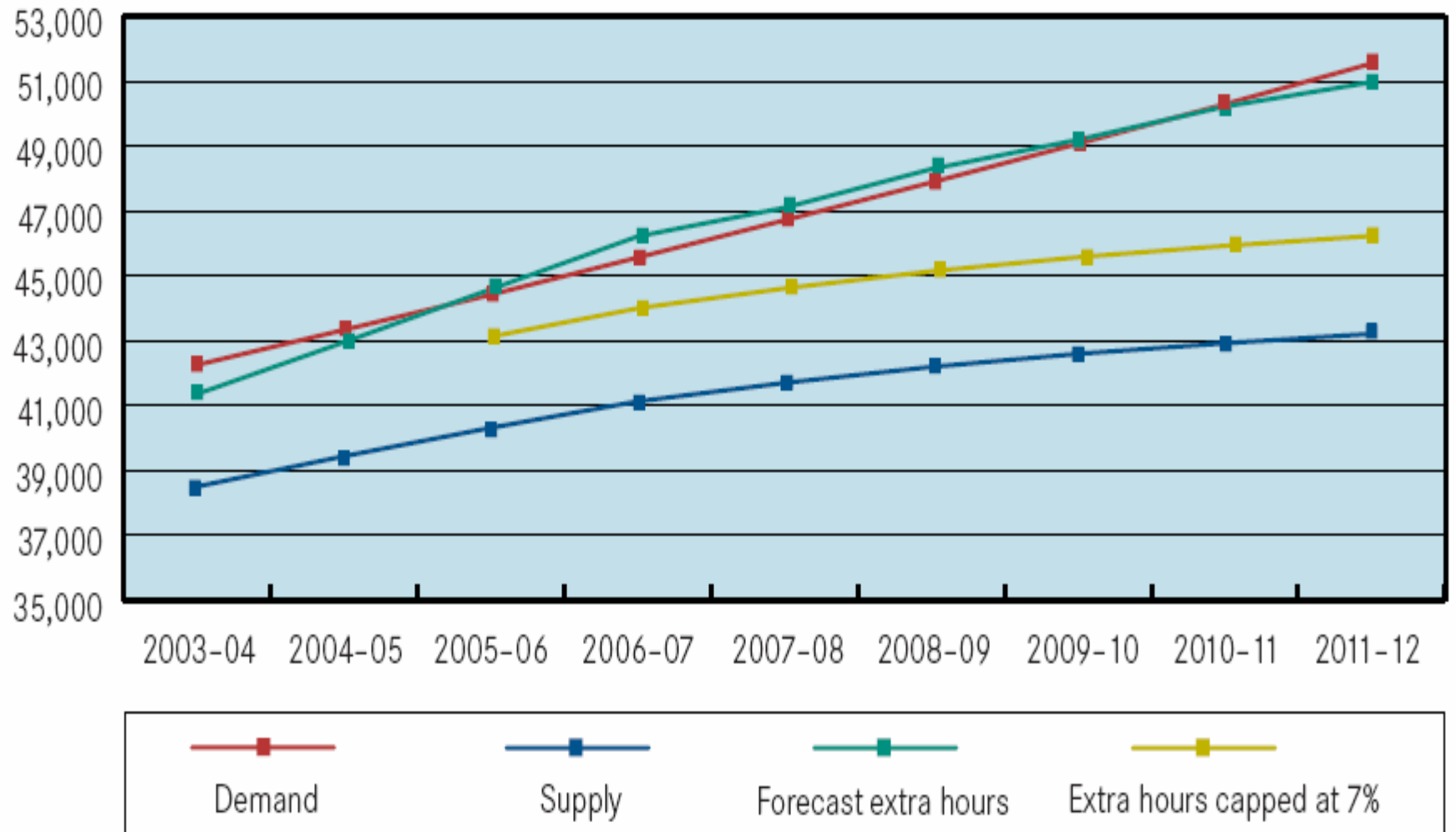
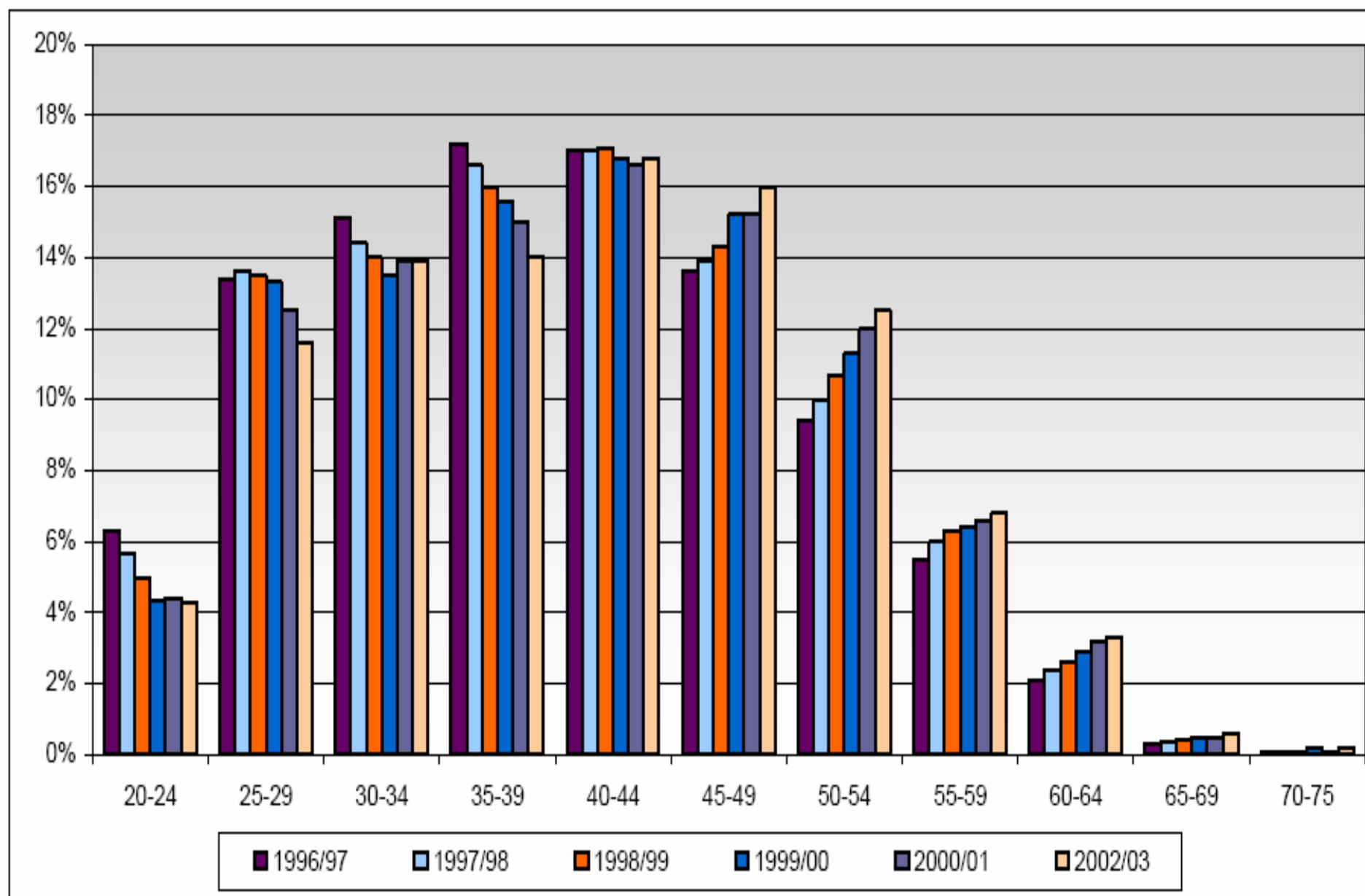
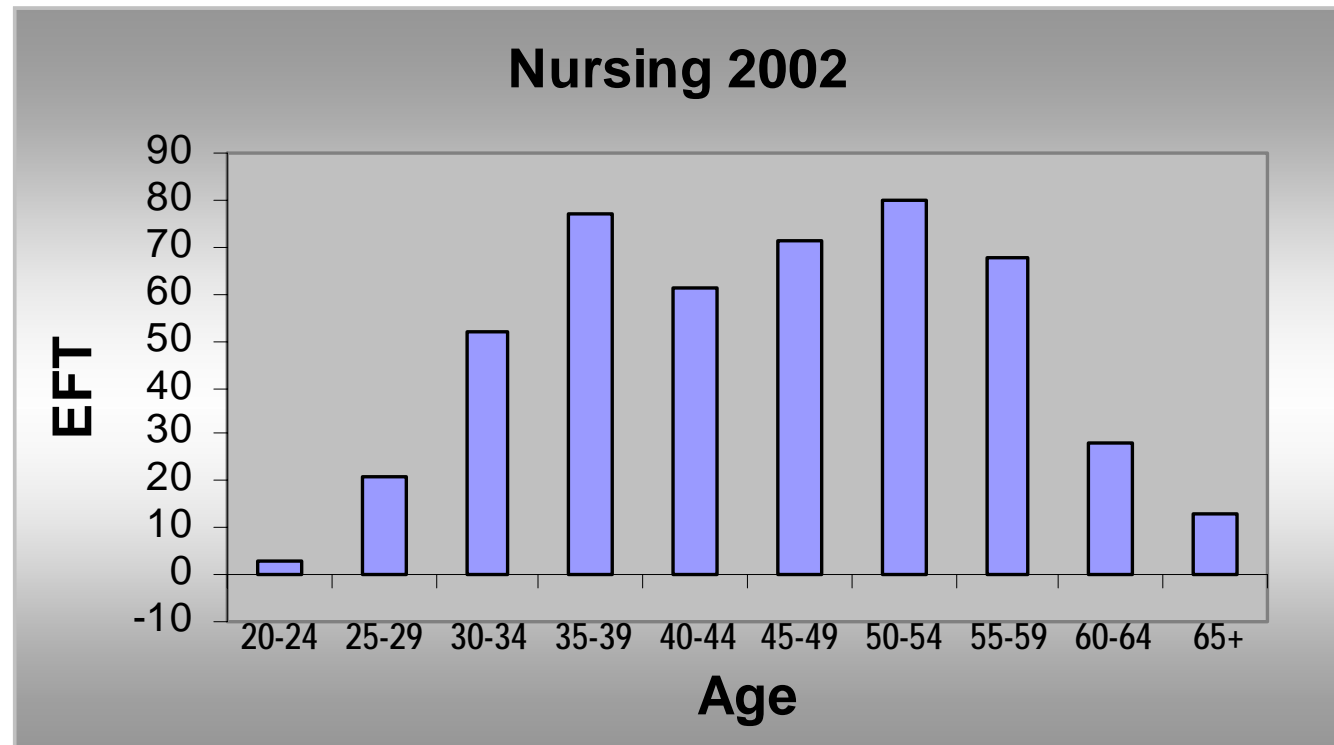


Figure 4 Average age, Division 1 Nurses, Victoria, 1996-97 to 2002-03



Source: Victorian Nurse Labour Force Surveys, 1996 to 2002. There is no data for 2001-02.

Age Profile - SVMPH



Issues identified

- 150 EFT nursing vacancies
- Lack of support for learners
 - Education 3.2 FTE
 - Preceptorship 'burn-out'
 - Nurse Managers reluctant to support Graduate program and other new learners under current conditions
- No education/learning strategy within the organisation
- Workforce lacked diversity
 - Division 2 RNs made up <5% of the workforce
- Turnover rate: 70% of staff within 2 years



Graduate program

- 24 applicants in 2002 (22 places)
- Offering \$2000 sign-up & re-location funding
- Very limited support in the clinical environment
- No formal study days in programs
- Feedback poor – graduates and staff
- Strong feeling of lack of commitment from the organisation
- Retention rate <10%



Mandate for Change

- Hospital and Board made a commitment to secure the next generation of nursing staff
- “Front end” investment in support for graduates and new staff
- Education budget doubled in 1st year then tripled after that.



Planning and Investing in the Future

- Awareness of market and the competition
- Needed to create graduate and ongoing education programs that were sound and appealingto **attract** and **retain**
- Examine the skill mix particularly focussing on Division 2 nurses and opportunities to diversify our workforce further
- Evaluate the current model of care and implement team nursing
- Explore other opportunities for use of a different level of nurse learner i.e.: general nursing Graduates in midwifery
- Education & Development Unit
 - Clinical Coachs, Educators

We needed to stand out

- Not rocket science
- Challenged and advertised the belief that public sectors offer more than private
- Improved marketing – industry, undergraduates, tertiary & VET sector
- Introduction to midwifery of grad nurses with varying levels of acceptance
- Introduced many programs for division twos
 - Division 2 grad program
 - Mid/Perioperative course
 - Advanced competencies to support ↑scope of practice
 - Division two traineeships



Issues & Perceived Barriers

- Lack of support for learners
- Scope of Practice – Div 2 RNs
- Dilution of div 1 role
 - *“The Div 1 will end up doing everything”*
- Introduction to midwifery of graduates – varying levels of success



The Result

- Workforce diversity and growth – 15% Div 2 nurses
- Approx 60% of Div 2 progressed to Div 1 (hospital sponsored)
- 280 applications for Graduate program in 2008 (40 places)
- Turnover rate <5%
- Increase in younger workers joining workforce
- Career opportunities & articulation pathways
- Higher permanent staff levels
 - ❖ ↑ Staff retention
 - ❖ ↑ Team morale
 - ❖ ↑ Patient Satisfaction
 - ❖ ↓ Clinical Risk



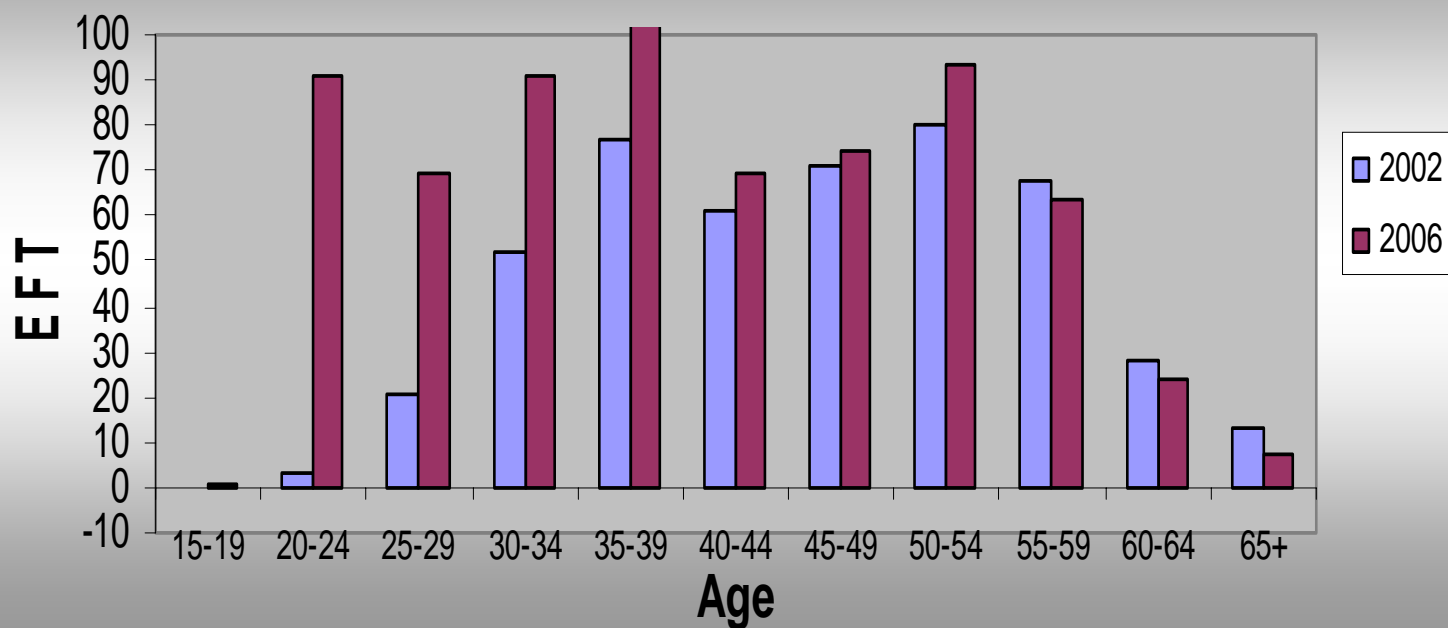


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Age Profile - Now



Nursing



Where to now?

- Hospital activity grown 16% in past 2 years
- More workforce growth
- More learners & diversification
 - More graduate and post graduate positions
 - Increased speciality competencies and courses for Div 2 RNs
 - Promoting articulation pathways





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Thank you



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