

Southern Health Nursing Workforce Innovations

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Southern Health

integrity • compassion • accountability • respect • excellence

Better Health for Our Community

Overview of presentation

- Nursing Support Unit
- Background
- Location
- Nursing at Southern Health
- Objectives
- Methods
- Outcomes
- Lessons Learnt
- Sustainability
- Budget
- Contacts

Nursing Support Unit

- A group of ADON's (4.8 EFT)
- Report directly to Kylie Ward the Executive Director of Nursing and Midwifery at SH
- Have no reporting line to the Directors of Nursing
- Undertake strategic portfolios in the leadership and management of nursing and midwifery
 - Workforce planning
 - Informatics
 - Project management
 - Bank & Agency staff management

Background

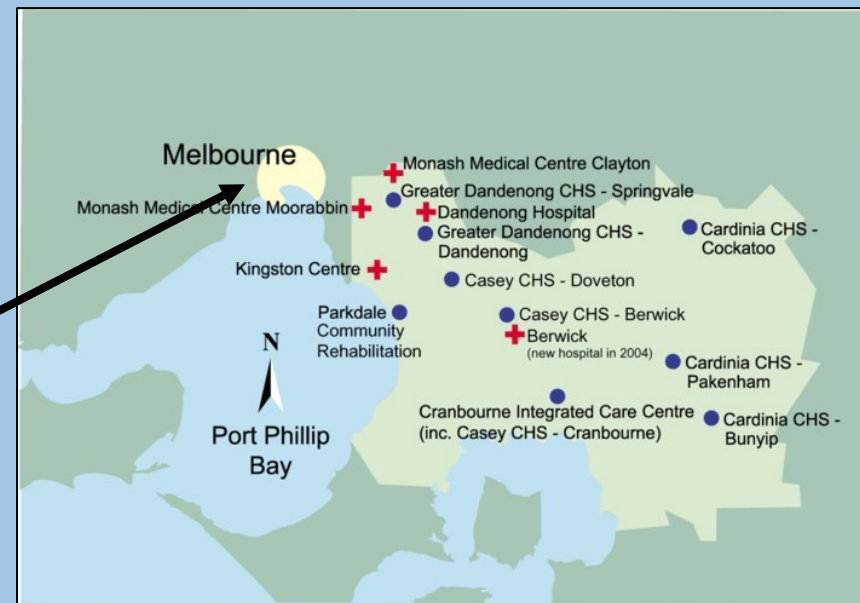
- Southern Health is the largest health service in Victoria
- Cared for 162,178 inpatients in 2006/2007
- Employs over 11,000 staff (5300 nurses)
- Major Sites include
 - Monash Medical Centre Clayton
 - Monash Medical Centre Moorabbin
 - Dandenong Hospital,
 - Casey Hospital and
 - Kingston Centre
- 8 Community Health Services

Southern Health values

- Values are
 - Integrity,
 - Compassion,
 - Accountability,
 - Respect and
 - Excellence

ICARE

Southern Health Location



Nursing at Southern Health

- Employs over 5300 nurses and midwives
- All specialty areas from NICU to aged care
- In May 2006 were employing 112 EFT of agency staff
- In May 2006 vacancies were 150 EFT
- Significant financial savings required
- Victoria is predicting a nursing shortage of 7000 Registered Nurses by 2011-2012.
(Department of Human Services, 2004).

Nursing Background (2006)

- Facing significant recruitment and retention challenges in the nursing workforce.
- Agency usage had become entrenched in the culture which required change
 - Not just due to high cost
 - Agency staff not screened for Southern Health values
- Aware of the importance of a careful and proactive approach to the nursing workforce.
- A positive environment and strong career path was needed

Nursing Acronyms

- Division 1 Registered Nurse (RN)
 - 3 years of university education
 - Able to practice independently in areas where they are confident and competent to do so
- Division 2 Registered Nurse (RN)
 - 1 year of TAFE course (technical and further education)
 - Able to practice under either direct or indirect supervision of RN Div 1, in areas where they are confident and competent to do so

Nursing background

- Workforce data was reviewed and benchmarked across the organisation
 - Data analysis highlighted areas where the
 - vacancy rate were high,
 - agency usage were high and
 - percentage Division 2 Registered Nurses were low
- The Nursing Executive and the Nursing Support Unit embarked on an innovative nursing and midwifery workforce strategy

Objectives of Nursing Plan

- Reduce the use of agency staff
- Reduce the amount of nursing and midwifery vacancies
- Deliver savings of \$1 million in 2006/2007
- Not increase the amount of overtime worked by permanent employees
- Not to have a negative impact on the current level of service provision

Underpinning Strategies to Workforce Development Plan

- A literature search confirmed future nursing workforce predictions and explored opportunities for changes to skill mix.
- Collaborations with
 - Victorian Department of Human Services,
 - Deakin University and
 - Chisholm Institute of Technical and Further Education
- Southern Health Executive and the Directors of Nursing and Midwifery made a commitment to strategies for the reduction of nurse agency usage

Overview Methods of Workforce Development Plan

1. Review of Workforce Design
2. Communication with senior nursing staff outlining workforce initiative
3. Enhance communication to all nursing allocations administrative staff
4. Enhance data management and analysis

1. Review of Workforce Design

Overview

Division 1 Registered Nurses were encouraged to move into higher acuity areas, such as ICU, CCU, renal, theatres etc from general wards

Division 2 Registered Nurses were recruited into medical and surgical wards with the support of an acute transition program

Increase staff on Southern Health's Nurse bank

1. Review of Workforce Design

Division 1 Registered Nurses

- Graduate nurse intake increased from 158 to 175.
- All nurses in learner/transition employed on permanent contracts from 2006
- Introduction of scholarship program to critical care areas (with Deakin University)
- Increased Career Development Year (CDY) program intake across specialty areas (ICU, ED, peri-operative, and nephrology)
- Introduction of cardiac care CDY
- Refresher programs in ICUs
- Targeted recruitment drives and workforce planning within specialty areas,
- Continued investment in international recruitment

1. Review of Workforce Design

Division 2 Registered Nurses

- Increase percentage of Division 2 Registered Nurses in acute general units/wards
- Aim for Division 2 Registered Nurses to 20% of nursing staff
- Start a 6 month Acute Care Transition Program with Chisholm Institute TAFE, with programs run twice yearly and a project manager funded by DHS grant for 12 months.
- Provide study leave support for Division 2 Registered Nurses attending Medication Endorsement course

1. Review of Workforce Design

Increase staff on Southern Health's nursing bank

- Increase recruitment of Division 2 Registered Nurses across all sites
- Increase recruitment for Division 1 Registered Nurses for specialty areas

2. Communication with Senior Nursing Staff

- Regular nursing leadership breakfasts
 - data analysis and
 - initiatives for reducing agency and overtime
- Regular agency usage data distributed to Directors of Nursing
- Regular nursing newsletter including information on workforce initiatives
- Re-introduction of agency staff use for sick leave only

2. Communication with Senior Nursing Staff

- Southern Health Nursing Roster Principles enforced
- Authorisation by Directors of Nursing for overtime requests reintroduced
- Nursing Support Unit presented at Nurse Unit Manager site meetings to reinforce initiatives
- Development of Key Performance Indicators for Nurse Unit Managers
- Introduction of Nursing Grand Rounds

3. Communication with allocations staff

- Administration staff to order agency staff for sick leave replacement only
- Monthly meeting between all allocations staff and the Casual Nursing Workforce Manager
- Cross-site usage of casual nursing workforce staff improved

4. Data Management and Reporting

- Fortnightly analysis and dissemination of agency data for each unit / cost centre across Southern Health
- Dissemination of information to all Business Managers, Directors of Nursing and the Executive Director of Nursing and Midwifery

Outcomes

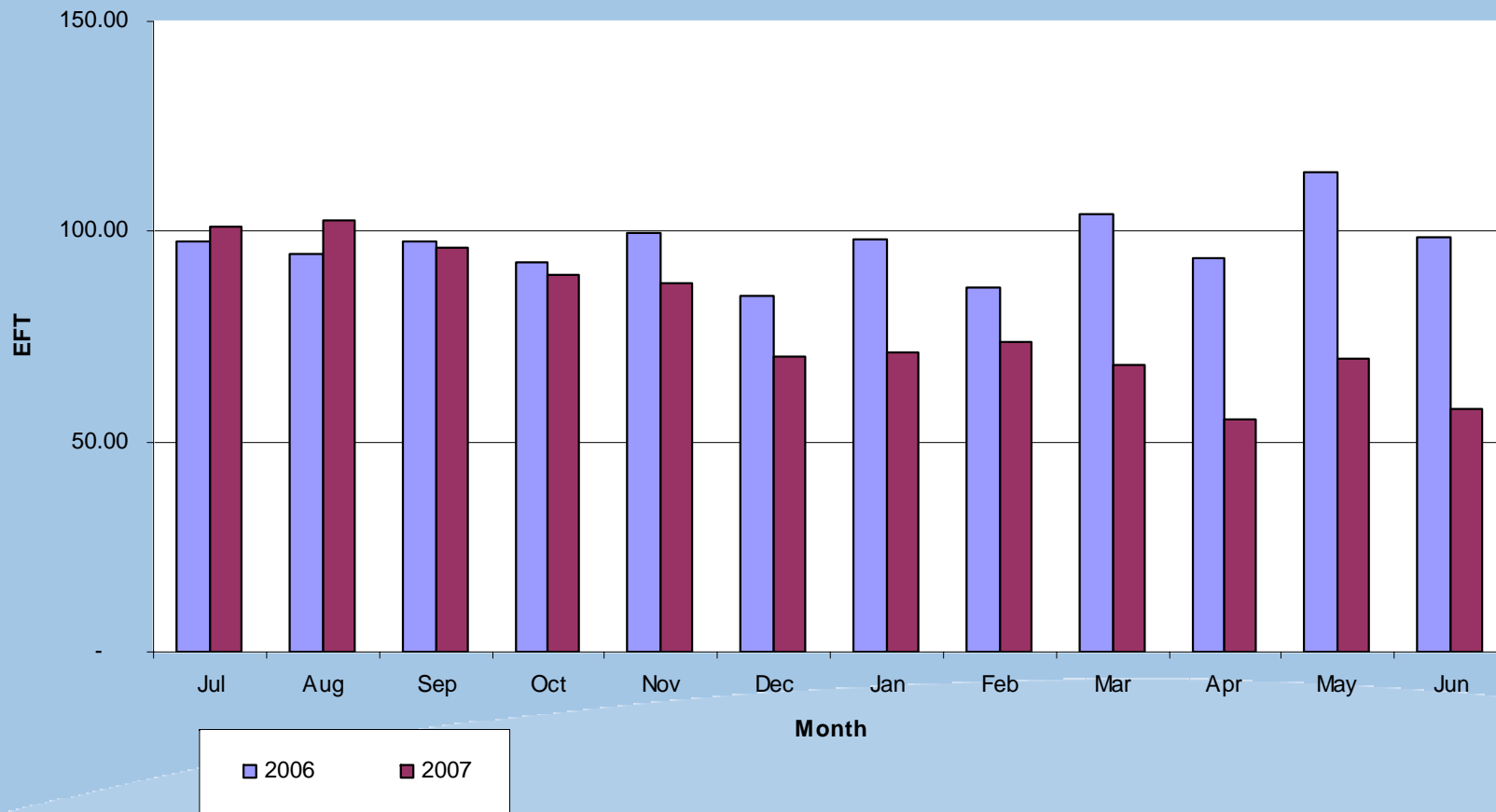
- Significant decrease in agency usage from 112 equivalent full-time positions (EFT) in May 2006 to 58 EFT in June 2007
- Unfilled vacancies decreased from 150 EFT in May 2006 to 63 EFT in June 2007
- Overtime decreased slightly from 23 EFT in May 2006 to 22 EFT in June 2007
- Agency nursing reduction saving is \$1.9 million in the financial year 2006/07

Outcomes

- Division 2 RNs across Southern Health increased from 11% in May 2006 to 14% in June 2007
- Division 2 RNs on the casual nursing workforce increased from 35% in September 2006 to 39% in April 2007
- Casual nursing workforce increased from 145 EFT per month in May 2006 to 180 EFT per month in June 2007

Agency Usage Comparative data

Agency EFT comparison 2006 and 2007



Lessons Learned

- A proactive, strategically planned and researched approach to workforce redesign to ensure positive outcomes is vital.
- Staff appreciate strong leadership and accurate, timely data combined with improved communication strategies.
- Building collaborations with universities and TAFEs meant change could be driven through education opportunities designed for nurses and midwives
- These factors had a substantial impact on change management outcomes.

Status and Sustainability

- This initiative concluded on June 30, 2007. The methods used in this initiative have been embedded in the Southern Health nursing culture, and as such should be sustainable.
- The NSU will continue to provide required data to DONs and Business Managers with an average of 60 EFT agency staff per month during 2007/2008.

Budget

- The overall initiative did not have additional budget requirements.
- The Nursing Support Unit coordinated the strategy, including the data collection, analysis and distribution and the communication plan

Contacts

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