
“Vacancies what Vacancies” our journey from 150 vacancies in 2004 to 8 in 2007.

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Westmead Hospital 2004





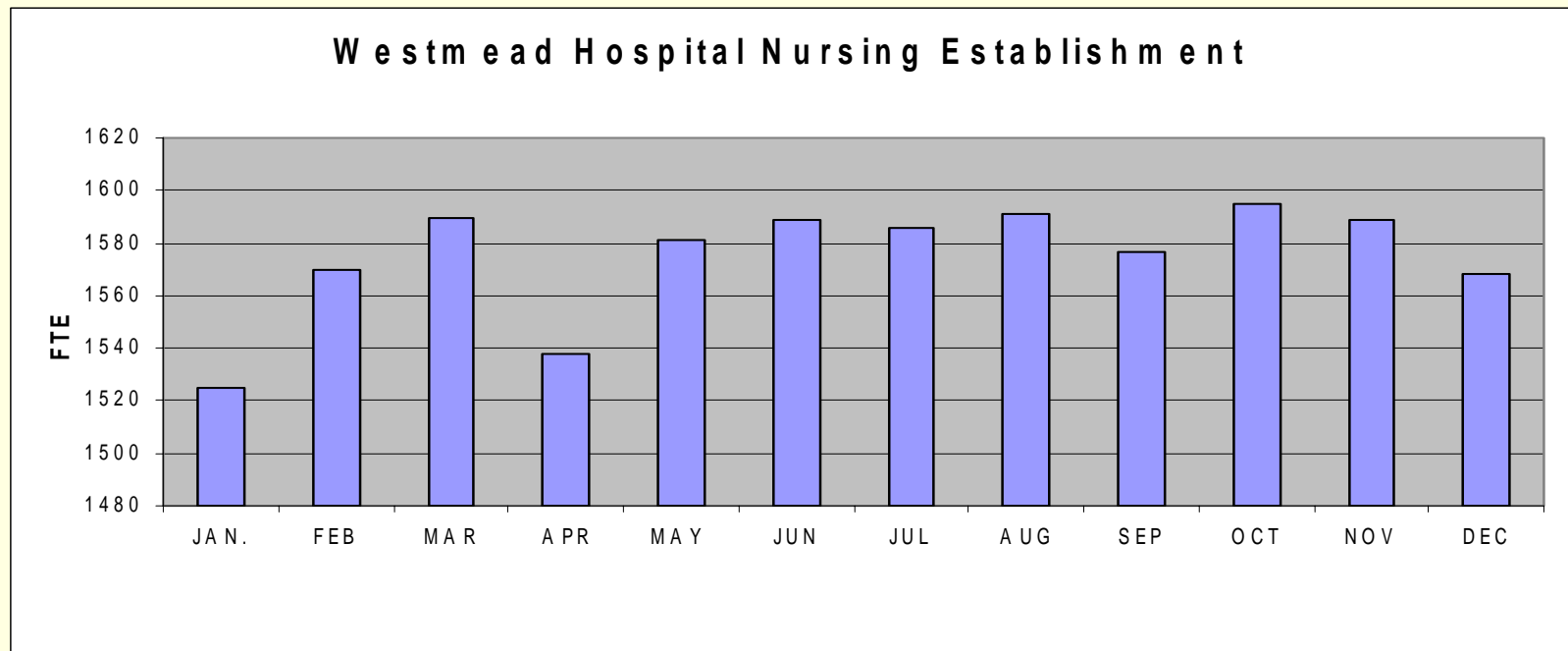
The Journey Begins:

Know your workforce

Know your workforce

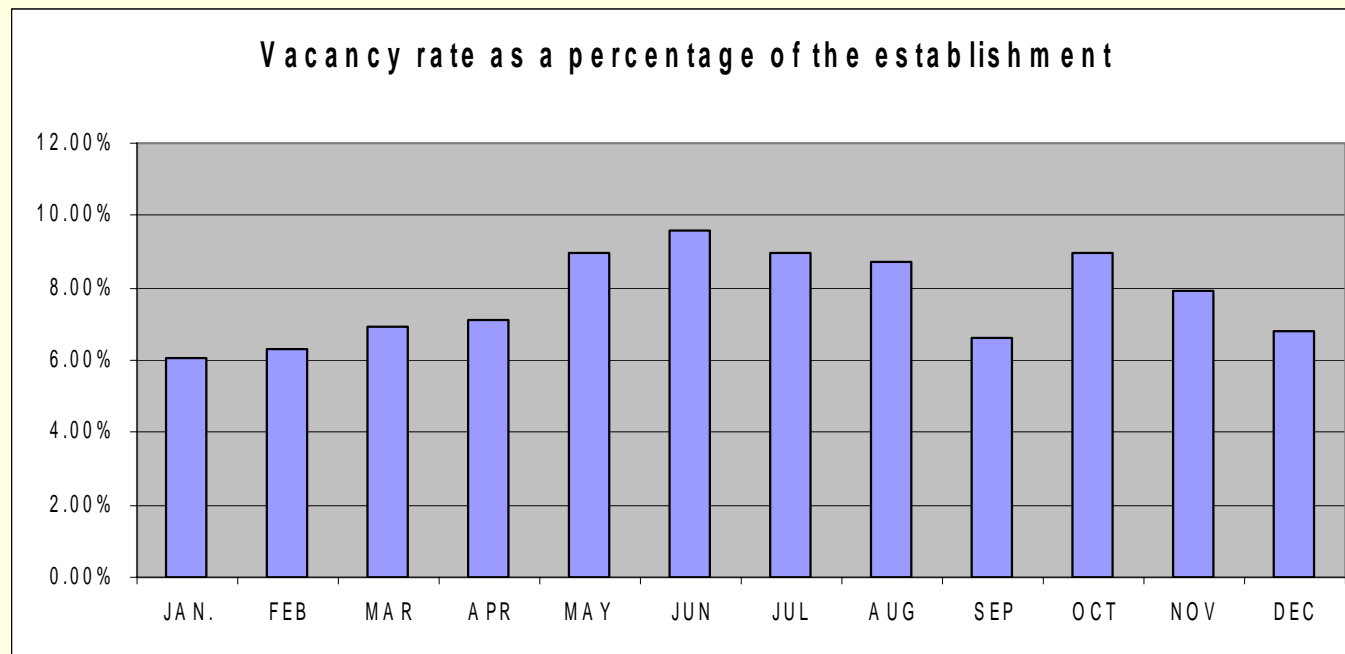
- In 2002 and 2003 we established a database of the nursing workforce.
- The database included individual ward or unit profiles that detailed the staffing establishment, including staff classifications, bed base and nursing hours per patient day.
- In 2004 we were confident we had accurate data in the database and developed a series of reports for the DON&M, Nurse Managers for the streams and the NUM's themselves.
- We were able to report on the both the deficiencies i.e. vacancy rates and sick leave, and the replacement i.e. casual staff usage and agency staff usage.
- The data revealed the following hospital profile:

Nursing Establishment 2004



- The Average age of the nursing workforce was 44 years.
- 23.89% of the nursing workforce was aged 50 years or above.
- The available beds in the hospital ranged between 720 and 825

Vacancy rates in 2004



- The nursing vacancies peaked at 152 in June 2004
- During this time the agency staff usage ranged between 40 and 70 FTE per month.



Stage One

Determine Priorities

Identified Priorities:

- 1st reduce the vacancies
- 2nd reduce the reliance on agency staff
- 3rd increase the pool of casual nurses available for use
- 4th plan for the ageing workforce.



Stage Two:

Formulate Strategies

Strategies Identified:

1. Increase the numbers of Enrolled Nurses within our workforce.
2. Changes to the models of care utilised across the hospital
3. Market our hospital to potential staff, including the pool of undergraduate nursing students.
4. Review our existing New graduate transitional support program.
5. Increase the numbers of undergraduate nursing students employed within our casual pool.



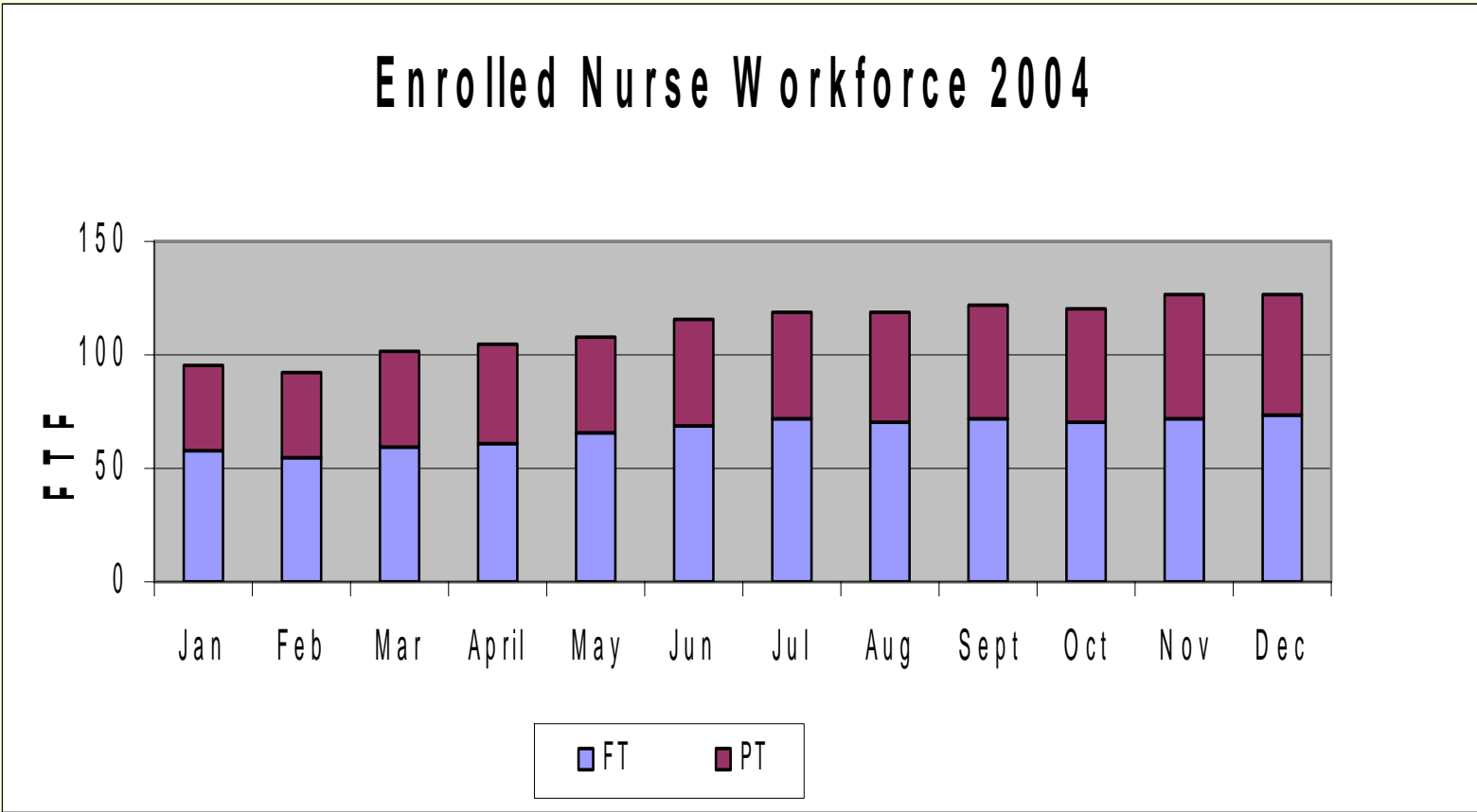
Stage Three:

Strategy Implementation

Increasing the Enrolled Nurse Workforce & changing models of care.

- A models of Care road show.
- Individual negotiations with NUM's.
- Options for skill mix
- Education of the RN workforce
- The introduction of Enrolled nurse positions to all High Dependency Units.
- Development of the advanced practice EN role

The Enrolled Nurse Workforce Profile 2004



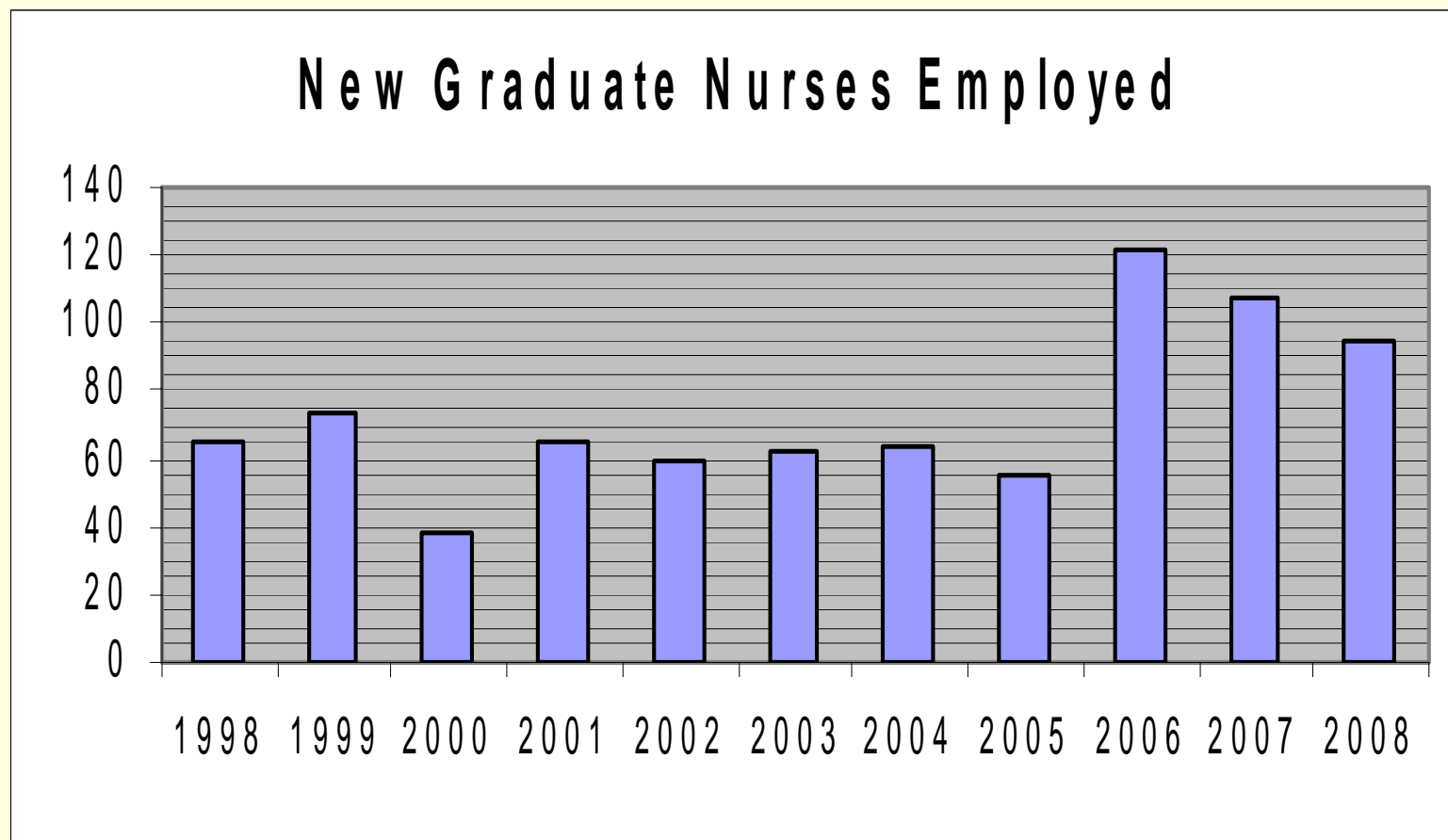
Marketing our Hospital to potential staff.

- Development of a marketing/recruitment strategy.
- Undergraduate students were targeted, while on clinical placement.
- Information sessions were provided to the local universities.
- Local universities support.
- We offered a progression from undergraduate casual pool employment into our new graduate program.

Review of our New Graduate Program

- Increase flexibility and provide greater recognition for prior learning (RPL).
- Extensive consultation resulted in the following:
 - Part time options
 - Flexibility in the number and length of rotations
 - Greater choice in the selection of placements allowing the new grads to target their own career progression
 - Direct entry into a ward without rotations
- Doubling of the New Graduate numbers in 2006.
- RPL was used in placing 1st rotation new graduates into critical care units for the first time in 2006.

New Graduate Nurse Recruitment



Review of the use of undergraduate nursing students in our casual pool.

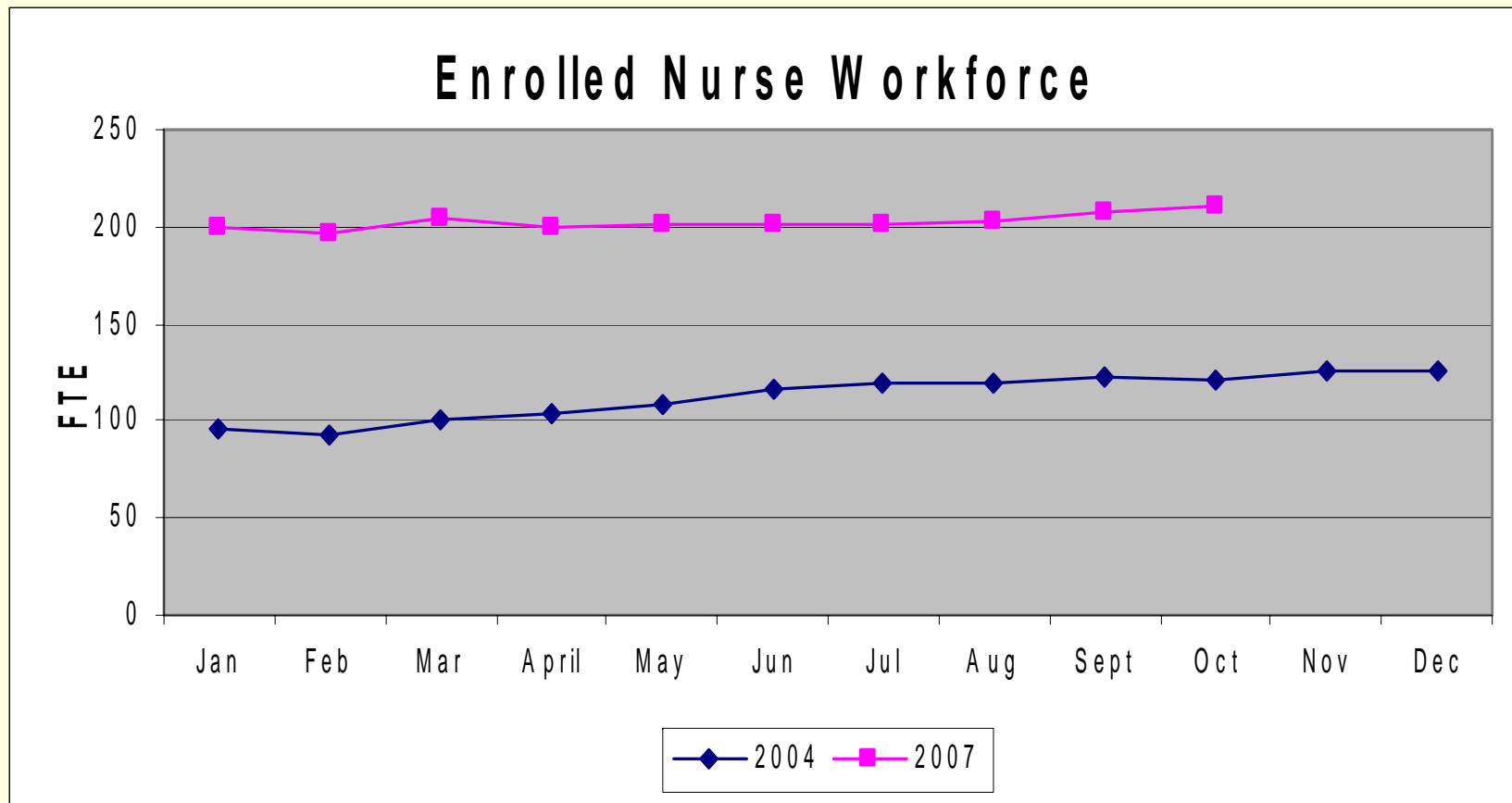
- Consultation with the local Universities in 2005.
- By the end of 2005 we were recruiting 2nd year undergraduate nursing students to our casual pool.
- A targeted orientation/education program was developed for the undergraduate pools nurses.
- An education campaign was delivered across the hospital.
- We offer a transition from the undergraduate pools employment into our new graduate program.



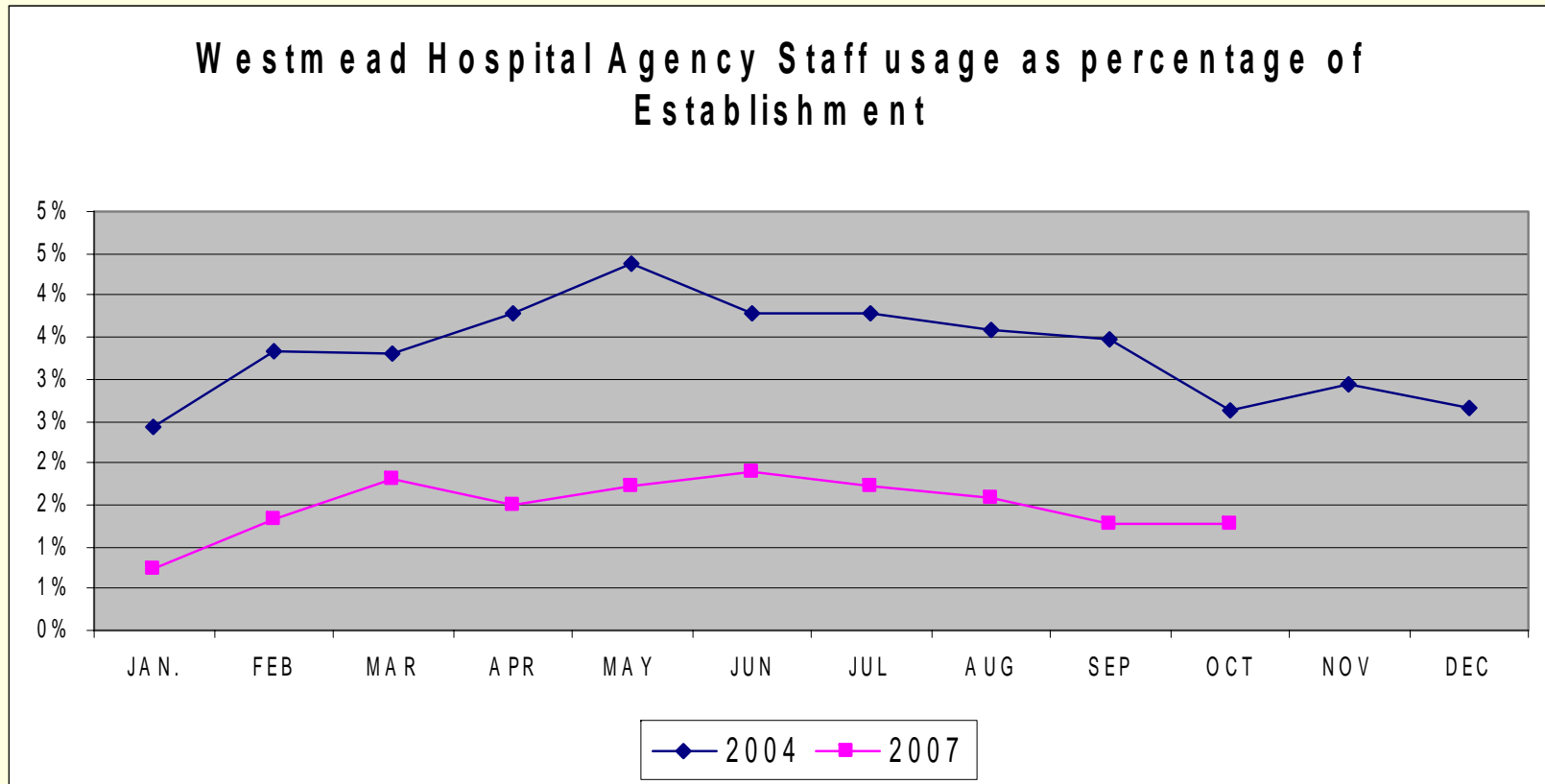
The Outcomes:

Where are we today

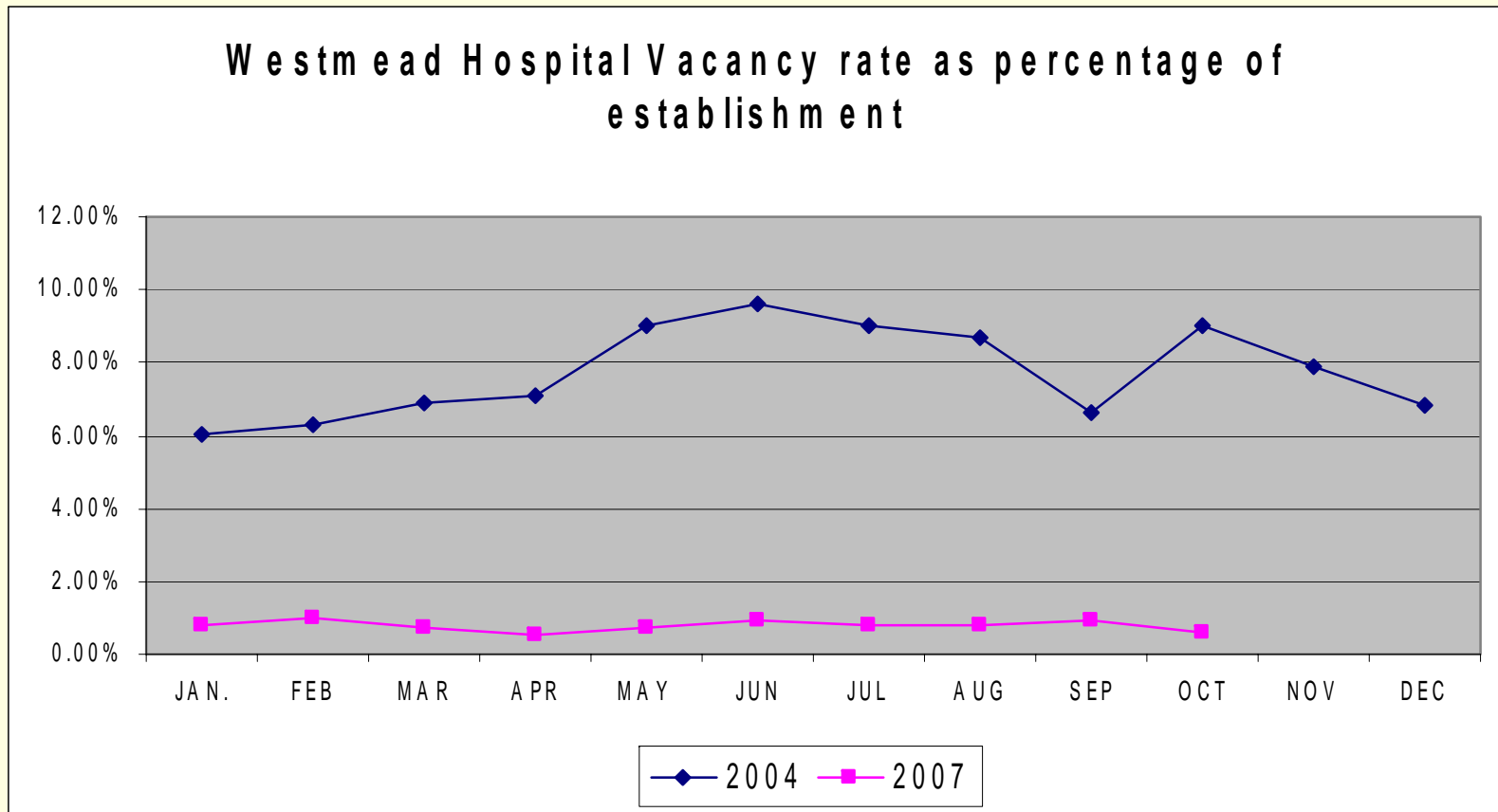
The Enrolled Nurse Workforce 2004 V's 2007



Agency Staff Usage 2004 V's 2007



Vacancy Rates 2004 V's 2007



Outcomes: In Summary

- Enrolled nurse workforce almost doubled in the 2004 – 2007 period.
- New Graduate recruitment has doubled from 2004 to 2007.
- Agency use has almost halved in the 2004 – 2007 period.
- Vacancy rates have gone from a high of 152 in 2004 to a low of 8 in 2007
- We have achieved a reduction in the average age of our workforce from 44 in 2004 to 40.5 in 2007.

Westmead Hospital 2007



Where to from now? The Challenges

- Managing the long term deficiencies such as maternity leave.
- The changing needs of the workforce and the increased numbers of part time and casual staff.
- Maintaining our levels of new graduate positions in a climate of few vacancies.
- Retention of our completing new graduate nurses.



Thank You



Questions?