

# Associate Nurse Unit Manager (ANUM) Boot Camp

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**WE WANT YOU!**



**Impressive Results!**



# Bundoora Extended Care Centre

- One of the campuses of Northern Health in Vic
- Combination of Geriatric Management and Rehabilitation = 70 beds
- 30 Residential High Care Beds
- Located in the fastest growth corridor in the state – lower socio economic, multicultural and elderly
- Significant demand pressures – busiest Emergency Department
- Workforce issues – distance, ageing workforce, image of sub acute, multi cultural issues



# Workforce Vision

- Invigorated care resulting from better practice – person centered
- Motivated nurses
- Regenerated workforce
- Education that is accessible, current, evidenced based and best practice



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# We Found.....

- Things not so rosey....
  - Clinical risk issues
    - Gaps in expertise (via targeted analysis)
  - De motivated workforce
    - Recruitment and retention issues, minimal staff turnover
- Performance issues
- Over budget
- Major quality issues
- Access issues
- Loss of services essential for our core business
- An under utilised and under resourced education program
- Connection/Disconnection with the “Acute” sector
- A nursing team that had lost its way....



# What We Did..

- Developed the strategy

– *“It pays to plan ahead. It wasn’t raining when Noah built the ark”*



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# Our Strategies:

- Connect leadership with patient care
- Education
- Commitment
- Energy



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# The Next Stage

- Having a vision.....
- Building...the management capability
- Defining the business of nursing
- Investing in staff in a different way



# Leadership Vision

- We should never lose sight that we are here for the patients we care for.
- An integral part of what we do is working within our teams, respecting each other and that we all contribute to person centred care.
- We need to continue to be professional and to continue to make a difference to the many lives that we are allowed to connect with.
- We have a professional responsibility to share our knowledge with others and to coach and mentor junior staff. ....



# Workforce Needs

- Under valued
- Managed 2/3 business
- Minimal (if any) investment
- Complex workforce
  - Generation Baby Boomers, X and Y
  - Multi cultural
  - Diverse experiences



# Expectations of the ANUM Team

- Is that you are a team....
  - Individually
  - Collectively
- What you signed up for....
- Continue to make a difference



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# We Needed to Connect..

- Connect all the pieces
  - Understand the definition of nursing
  - Connect this definition with culture and person centred care
  - Leadership
  - Patient outcomes



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# Definitions of Nursing

- Nursing is an art and a science with a unique body of knowledge that draws from the social, the behavioural and physical sciences. (Kozier et al 2000)



# Person Centred Care Definitions

- An approach in which clients are viewed as whole persons; it is not merely about delivering services where the client is located. Client centred care involves advocacy, respecting clients' autonomy, voice, self-determination and participation in decision making. (The Registered Nursing Association of Ontario (2002))



# Person Centred Care Definitions

- “Treatment and care provided by health services that places the person at the centre of their own care and considers the needs of the older person’s carers.” (The Victorian Department of Human Services 2003-policy on improving care for older people.)



# Why Have a Shared Definition of Nursing

- A shared commitment to nursing care at BECC
- Nursing care is delivered to the same standard, consistently, in every area, at any time, on any day.
- Nursing is mindful of the needs and wants of every patient.
- We deliver care in a culture of continuous improvement.



# What We Still Had Was..

- This ANUM workforce???
- Normal HR courses – uptake poor across this group
- Issues – out of hours
- ?? Development and succession planning



# Why Boot Camp?

- Created energy and discussion
  - Energy energy energy!!!!
- Completely different way – not didactic
  - Unknown
  - Created conversation
  - Focus!!
- Short sharp sessions
- Challenge thinking
- Take individuals outside their comfort
- Results driven
- Fun format



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# Principles of Boot Camp

- Activities – group and individual that challenged thinking
- Presentations – impact
- Leadership discussions
- On your own + together as a group



# Objectives



- Energise this group
- Acknowledge role of ANUM and the importance of the ANUM in leadership
- Provide opportunity ANUMs to come together as a group
- Provide opportunity for ANUMs to identify skills that they would like the opportunity to develop further
- Identify plans from within



# Activities

- Keep energy up
- Reinforce a team approach
- Ongoing development of team spirit
- Maintained a positive mood
- Minimal “down time”



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# End of the Session

- Presented back to DON
  - Plans moving forward
    - Email group
    - ANUM meetings
    - HR learning sets
- Feedback of the day



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# Feedback

- We felt special
- It was great to be valued
- We weren't sure what to expect but the training was very positive and valuable
- Three groups
  - Three powerful slogans developed by the teams





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# Next Steps

- Maintain the momentum
- Go Global
- Continue to do things different to connect all the pieces



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