

Health Roundtable

Wise use of nursing/midwifery resources 'Grow our own'

Monash Health

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**HRT1818 – Nursing Improvement Group
12 & 13 of September Year 2018 - Melbourne**

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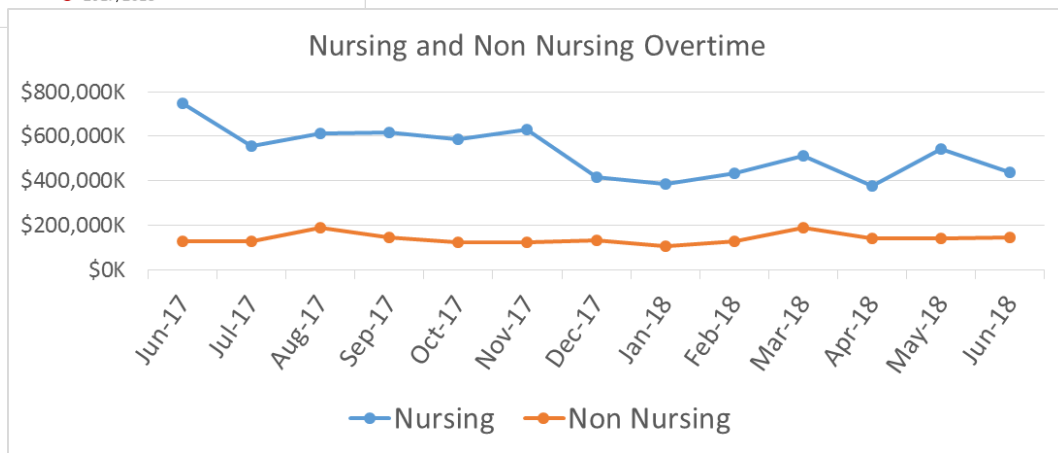
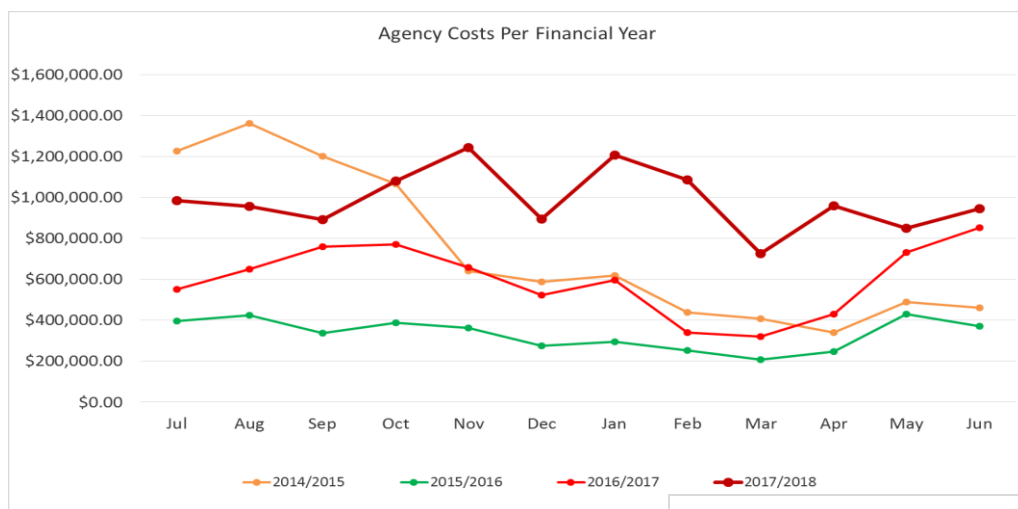
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Key Problem

Nursing and Midwifery vacancies, combined with service expansion resulting in increasing reliance on external agency and staff overtime to meet workforce requirements.



Aim of this Innovation

“Wise Use of Nursing and Midwifery Resources”

- Multi-focus strategy; core component to...
 - **Grow our own**
 - Increasing graduate numbers to offset vacancy, reduce agency and increasing ‘flow’ into permanent positions.
- Anticipated benefits:
 - Workforce pipeline into more senior and specialty roles
 - Reduced vacancy; positive impact on quality, culture and cost
 - Reduced reliance on agency staffing.

Baseline Date / Current State

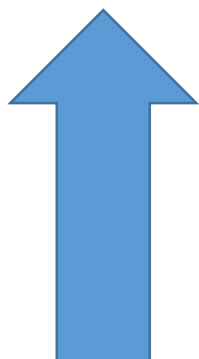
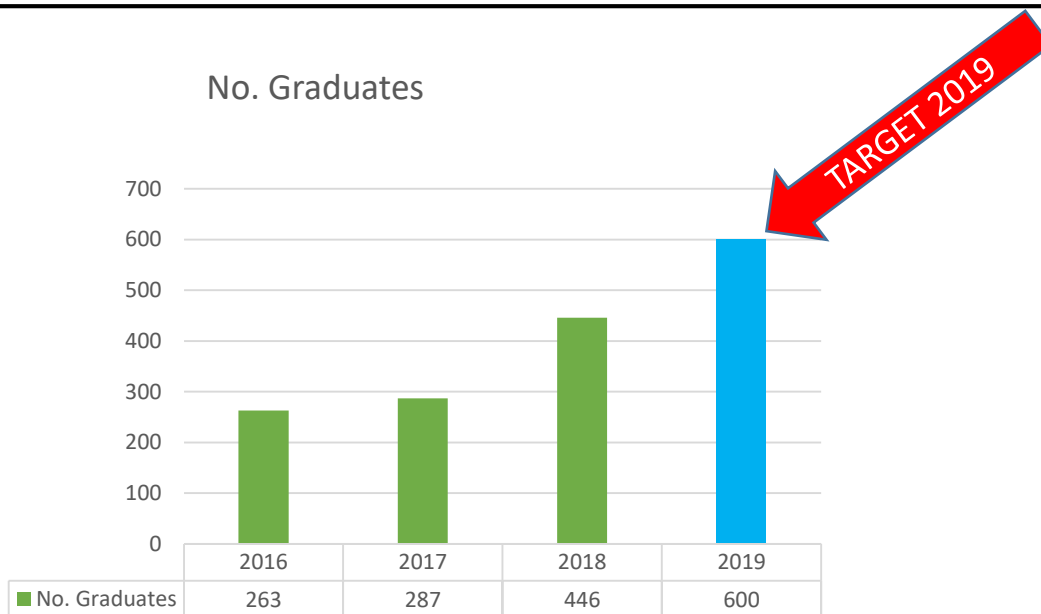
2017

- 150+ EFT Vacancy
 - Specialty areas particularly impacted, mental health, midwifery, emergency...
- 50+ EFT Agency
- Increasing services
 - Overall growth >200 EFT pa past two years
- Total Graduate = 287

Sept 2017

- Target set to recruit 450 graduates in 2018

Baseline Data / Current Situation



Casual Demand

Monthly Av.

% Growth

2017/18

492

↑22%

2016/17

404

↑16%

2015/16

348

Key Changes Implemented

- Engaging stakeholders
 - Nurse/Midwife Managers key group
 - Clarify purpose
- Structured methodology to recommend increased numbers (bed numbers)
- Roster templates aligned to safe patient care act
- Additional clinical support
 - Feb 309 Grads: additional 14 EFT
 - Aug 137 Grads: additional 7 EFT (+PM and W/E support)
 - Emphasis on 'at the elbow' clinical support
- Delegation and supervision refresher
- Strengthened learner centred approach

Key Changes Implemented

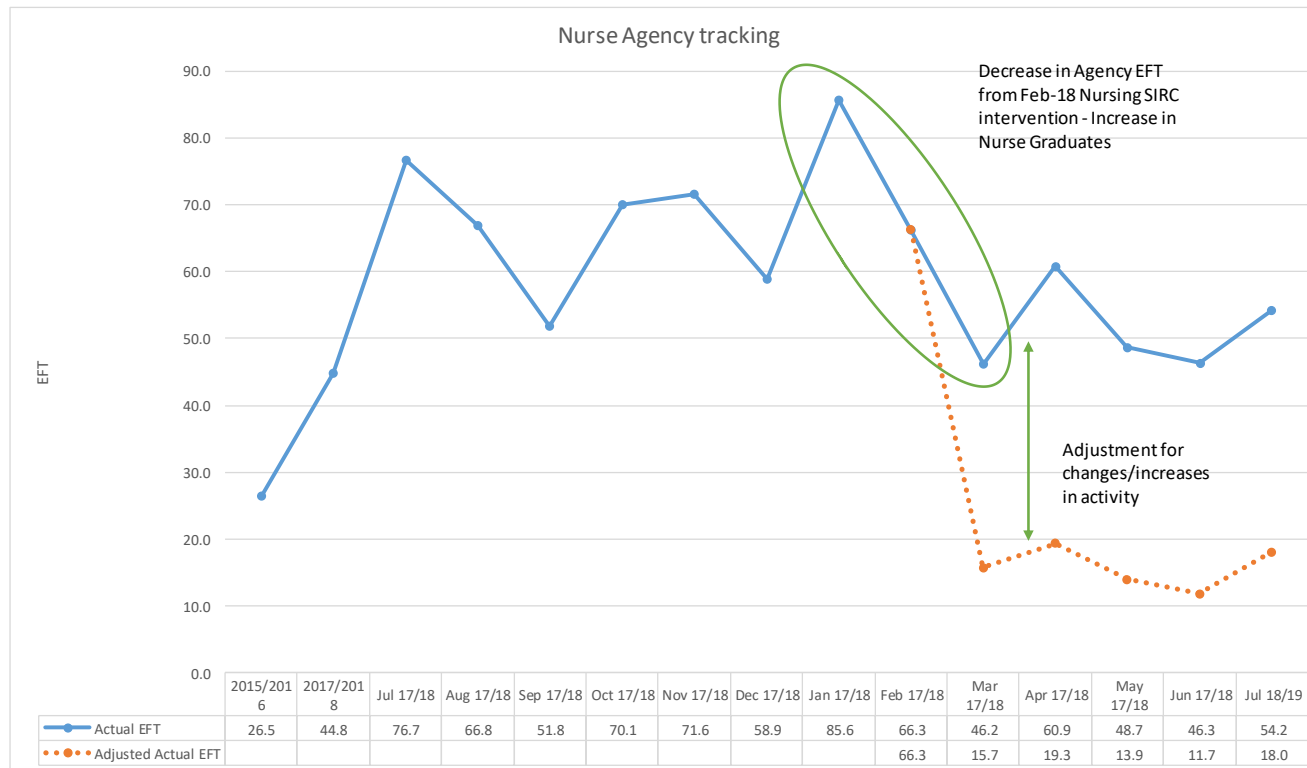
- Revision of the graduate program curriculum
 - More clearly defined expectations
 - Robust evaluation methodology introduced
 - Research underway
 - “Does a Transition to Practice Program increase work readiness in graduate nurses and midwives in their first year of practice?”
- Extensive graduate recruitment activity
 - Marketing
 - Number of applications increased
 - CV template to streamline screening
 - Group interviews

Outcomes so far

Relative decline in agency use.

Graph shows reduction in agency usage following growth in graduate numbers and adjusted for increases in health service activity.

The reduction in agency use is represented by the orange dotted line where usage adjusted for service expansion shows a relative decline from **63 EFT in February** to **12 EFT at the end of 2017/18**



Outcomes so far

- Program design;
 - New streams
 - Establishment of Graduate Advisory Group
 - Curriculum redesign
- Recruitment process improvements
- Increased 'non-funded' positions
- Improved graduate support
- Acceptance of increased numbers

Lessons Learnt

- The essentials;
 - Exec Sponsor(s)
 - Nurse/Midwife Manager Engagement
 - Project methodology
 - Work closely with AHPRA!
 - Have a great grad program team!

Innovation Summary Slide

Title: Grow our own Health Service: Monash Health

Problem:

Nursing and Midwifery vacancies, combined with service expansion resulting in increasing reliance on external agency and staff overtime to meet workforce requirements.

Solution:

Wise use of nursing and midwifery resources to “Grow our own”

Increase graduate numbers

Reduce vacancy | agency | overtime

Grow permanent EFT, increase specialty uptake

Results:

Grad Nos:  **2017 : 287 to 2018 : 446**
+159 : 55%

Adjusted agency:  **63 to 12 EFT (Feb-June 2018)**

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Innovation Summary Slide

Title: Grow our own Health Service: Monash Health

Problem:

- Workforce shortage
- Expansion
- Expenditure



Solution:

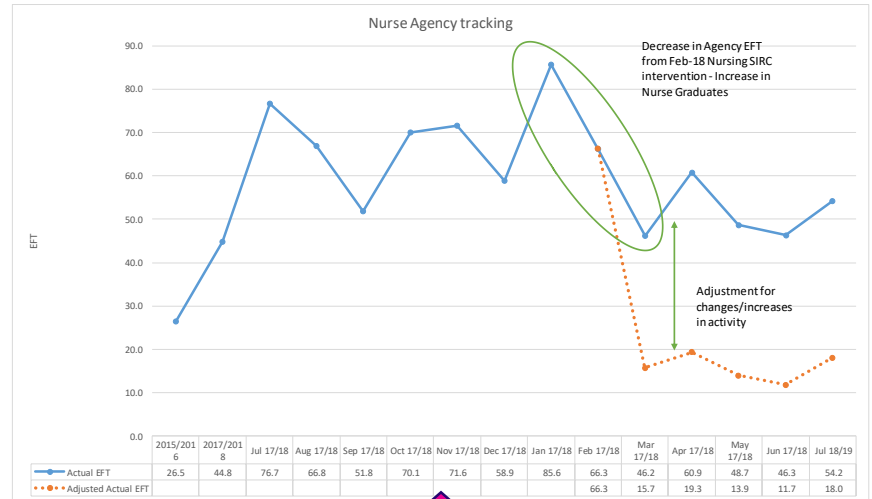
- Engagement of Key Stakeholders
- Extensive Graduate Recruitment Activity
- Review of current program
- Increased clinical support



Results:

- Reduced agency usage following growth in graduate numbers.
- The reduction in agency use is represented by the orange dotted line.
- Relative decline from 63 EFT in February to 12 EFT at the end of 2017/18

Please include a Graphic if possible – ideally data showing your outcomes



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