



Governance to improve performance

Monash Health Community

Jennine Harbrow:

HRT1611 Nursing Improvement Group

03-04 August

Melbourne



Key Problem

In 2016 Monash Health Community and Allied Health

- nursing workforce of 125 EFT (180) nurses within a predominantly allied health workforce.

Total workforce of ~ 1000 EFT.

There was a requirement to clearly define the role and function of a community registered nurse within a:

- Diverse range of community based services
- Diverse range of generalist and specialised roles

Aim of this innovation

- Define role and function of nurses working in community setting
- Develop generic position descriptions
- In partnership with Monash Health Nurse and Midwifery Education and Strategy (NAMEs) development of the Professional development framework outlining role requirements from novice to expert
- The ultimate aim - a shared and consistent understanding and practice within the community work environment

Baseline Data for classification of Community Nurses



Department	Grade 3	Grade 4	Grade 5	Grade 6
Hospital in the Home	X	X	X	
Post Acute Care	X	X		
Residential In Reach	X		X	
Complex Care	X	X	X	X
Refugee Health	X	X		
Aboriginal Health		X		
Community Health	X	X	X	
Rehabilitation	X	X		
Sexual Health	X	X		X
Continence Nurse		X		

Key Changes Implemented

Implementation of Senior Nurses Meeting to oversee the following:

- Clearly define the role of community nursing
- Development of generic Position descriptions for Grade 3 and Grade 4 Nursing roles – plus role specific attachment for additional requirement to fulfil role
- Development of professional framework – for each nursing role within stream of care
- Nursing Interactives for Community base nurses lead by the Chief Nursing and Midwifery Officer Monash Health in partnership with the Director of Nursing Monash Health Community

Outcomes so far

Development of program level Professional Development Framework

- Nurses and their managers have clarity regarding the expected clinical and professional standard for roles.
- Guiding continued clinical and professional development and supporting the performance enhancement process.
- Supports safe skill-mix rostering practices and targeted recruitment.

Having the right skill-mix in the clinical workforce is essential to achieve quality, safe patient care and achieving National Standards.

Lessons Learnt - Nursing governance

- Foundational development of workforce profiling
- Increased consultation and collaboration has reinforced a workplace that ensures safety and consistency in practice
- Award winning services
 - Nursing awards internal and external to Monash health

Next steps

- Review of nursing professional support
- Working with Managers and staff
- Review of current practices through Surveys and planned Workshops
- Exploring New roles and service redesign to enable the workforce to transform to meet the changing landscape and patient complexity

