

Nursing & Midwifery Workforce Plan 2022-26



The following is a summary of objectives that underpin Western Health's commitment to working with all stakeholders to implement actions that focus on meeting our workforce growth and development in the coming years.

OBJECTIVE 1: ATTRACTING AND RETAINING THE BEST NURSES AND MIDWIVES FOR OUR GROWING HEALTH SERVICE

1. Develop and implement International and national recruitment relocation packages (2022)
2. Evaluate, enhance and embed Registered Undergraduate Students of Nursing (RUSON) and midwifery (RUSOM) programs (2022)
3. In collaboration with university partners, investigate and facilitate an increase in undergraduate student placement opportunities (2022)
4. Explore and implement a Transition to Acute Care, refresher and re-entry programs for qualified staff with limited recent acute hospital experience (2022-2024)
5. Investigate opportunities and implement actions to improve the recruitment experience for candidates and managers from the initial contact to on boarding (2022-2024)
6. Explore and implement the expansion of graduate employment models including registered nurses & midwives and enrolled nurses (2022-2026)
7. Determine workforce recruitment targets for new activity by utilising workforce planning tools (2022-2026)
8. Optimise roster practices to meet care delivery needs, support wellbeing and improve job satisfaction (2023)
9. Explore traineeships including Enrolled Nurses and health care worker programs (2023)
10. Enhance secondary school relationships and explore pathways and employment models (2023)
11. Explore workplace cultures experienced by point of care nurses & midwives and Unit Managers, develop and implement strategies to retain positive workplace cultures and facilitate transition into our growth areas (2023-2025)
12. Review Nursing and Midwifery marketing strategies to facilitate meeting demographic needs (2023-2025)
13. Westwards – develop and implement enhanced Pool employment model and grow program to meet workforce needs (2023-2026)
14. Explore and implement sustainable retention incentives including flexible working arrangements, alternate roster shifts, wellbeing and safety strategies (2023-2026)
15. Develop and implement recruitment campaign for new Footscray Hospital (2024)
16. Develop and implement recruitment campaign for Melton Hospital (2026).

OBJECTIVE 2: EMPOWERING BEST CARE, EXPLORING ALTERNATE MODELS OF CARE AND BUILDING EXPERTISE

17. Review and clarify Clinical Nurse Specialist and Clinical Midwife Specialist application process (2022)
18. Increase post-graduate scholarships offered – across all areas including ED/ICU/other specialties (2022)
19. Expand clinical assessment learning opportunities (2022)
20. Improve access to quality care provision resources (2022)
21. Utilisation of additional care resources model and staffing reviewed (2022-2024)
22. Grad+ program for Registered Nurses and Midwives embedded (2022-2024)
23. Explore utilising support roles to facilitate nurses and midwives to work at full scope of practice (2022-2025)
24. Optimise EMR to enhance Best Care (2022-2026)
25. Enhance alignment of educators and clinical support nurses to wards / departments (2023)
26. Explore and develop a framework for nursing and midwifery pathways into specialties and advanced practice (2023)
27. Explore and develop an education framework to facilitate career progression for qualified staff, as well as certificate-prepared worker transition to qualified positions, enrolled nurse to registered nurse/ midwife (2023)
28. Develop communities of practice for early career nurses (2023)
29. Enhance relationships with University partners to expand access to learning opportunities (2023)
30. Explore supporting flexibility of movement across clinical areas and sites expanding clinical exposure (2023-2025)
31. Using co-design, investigate work practices to identify opportunities for improvement and efficiency of time utilisation for best outcomes (2023-2025)
32. Explore and facilitate access to opportunities for Enrolled Nurse Advanced Diplomas (2023-2025)
33. Develop and optimise models of care at all sites (2023-2026).

OBJECTIVE 3: ENHANCING CLINICAL AND PROFESSIONAL LEADERSHIP AND MANAGEMENT

34. Development and implementation of meaningful Data Dashboards for all stakeholders (2022-2023)
35. Expand and review leadership and management learning programs offered with consideration for continuity, sustainability and a targeted approach for different leadership levels (2023)
36. Develop and implement a workforce planning program that supports in time learning (2023)
37. Reinforce the utilisation of workforce data for recruitment and staffing (2023)
38. Improve Nursing & Midwifery engagement with business case development (2023)
39. Improve access to leadership and management resources (2023-2024)
40. Clarify expectations of senior clinical roles - CNC, CMC, NP (2023-2024)
41. Early identification of future leaders, with expanded clinical leadership learning opportunities (2023-2025)
42. Establish supervision programs to support CNC and Research roles (2024).

EVALUATION AND REPORTING:

Measuring and evaluation of the progress and success of this plan will occur through a variety of reporting mechanisms via:

- Western Health Executive and Board
- Nursing and Midwifery Advisory Committee oversight
- Operations Steering Committee
- Updates on progress shared with our nurses and midwives through communication forums.

For a full copy of this plan please visit westerly.wh.org.au/nursing-midwifery/workforce/workforce-plan/