



Mental Health & Wellbeing Nursing Workforce Sub-Plan 2023-26

A specialist sub-plan of the Nursing &
Midwifery Workforce Plan 2022-2026



Western Health

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Foreword

Following Western Health becoming a designated mental health and wellbeing service in mid-2023, from a workforce perspective we have some ambitious and challenging years ahead of us:

- The opening of the new 52 bed mental health and wellbeing facility at Sunshine Hospital will see the phased growth of inpatient beds in 2024.
- In 2025, the phased opening of the new Footscray Hospital, will see the opportunity to expand and grow our mental health and wellbeing beds with the inclusion of 2 new inpatient units within this new facility.
- In 2029, a phased opening of the new Melton Hospital – a new tertiary hospital which will include a 24-hour emergency department and new mental health and wellbeing services will further see a significant growth in service.



Our Nursing & Midwifery Workforce Plan 2022-2026 identified these challenges and includes many actions that will support our mental health and wellbeing nursing workforce. There are many factors, both internally and externally, that impact on workforce management. Our planned growth is occurring in a time of profound workforce shortages across the health sector, therefore an informed, focused, strategic and robust sub-plan is vital to ensure that we maintain, grow and enhance an engaged, committed, robust and skilled workforce to ensure that we meet the mental health requirements of the community we serve.

Western Health is an organisation of people that provide healthcare to people, so to achieve our Purpose the effective management of our workforce is integral. As the largest workforce group within mental health and wellbeing services, our nurses have a critical role to play in shaping the future of the service and Western Health more broadly.

There is no doubt that the current local, national and international nursing workforce challenges are greater now than any other time in our careers. The last couple of years has seen the predicted shortages become a reality. The reasons for the shortages are varied and include fatigue and the direct impact of the pandemic on the workforce, an ageing workforce, and a growing preference for part-time work. Western Health's Nursing & Midwifery Workforce Plans have been instrumental in placing the health service in a strong workforce position, which has allowed us to continue to grow and be responsive to meet the healthcare needs of Melbourne's west. Whilst our new mental health and wellbeing workforce has not been immune to the effects of the shortage of nurses, this new specialty focused sub-plan aims to proactively place us in an enviable position going forward.

I am delighted to present to you Western Health's Mental Health & Wellbeing Nursing Workforce Sub-Plan 2023-26. Extensive analysis of our data and consultation has been undertaken to inform this important sub-plan. I sincerely appreciate the insights, ideas and feedback of everyone involved. I believe that the valued input of our nurses and leaders has resulted in a robust, ambitious yet achievable sub-plan.

The Sub-Plan sits underneath Western Health's Nursing & Midwifery Workforce Plan. We know that the sub-plan will need to be dynamic and fluid, to ensure that it meets the needs of a rapidly growing and evolving health service in an environment where unprecedented sector-wide workforce issues exist. To be successful, all levels of the organisation will need to work together collaboratively – therefore the implementation will be led by our Nursing & Midwifery Advisory Committee.

Adjunct Professor Shane Crowe
Executive Director, Nursing & Midwifery

Strategic alignment

The Mental Health & Wellbeing Nursing Workforce Sub-Plan 2023-26 sits under the Nursing & Midwifery Strategic Workforce Plan and has been informed by and aligns with Western Health's Vision, Purpose, Guiding Principles, Values and the Strategic Direction 2024-2026. With this in mind, the key stakeholders reviewed workforce data, planned and projected service delivery changes and the constraints in the system while considering the feedback received from our nursing and midwifery workforce, and presented ideas for consideration and prioritisation

Our strategy

Vision

Together, we deliver the healthcare of the future.

Purpose

Providing the Best Care for the people of the West, in the right place and at the right time.

Guiding Principles

Simple
Sustainable
Connected
Innovative

Values

Compassion
Accountability
Respect
Excellence
Safety

Strategic Direction



01 We partner with patients and families

Our patients and families are actively involved in their care and connected to the right services.



02 We care for our people

Our staff and volunteers are supported, engaged and equipped to embrace a dynamic future.



03 We deliver services for the future

Our services are expanding within and beyond hospital walls, advancing high-quality and connected care.



04 We are better together

Our respectful relationships with our community, system-wide partners and each other drive collaboration and better outcomes.



05 We discover and learn

Our innovation, research and education inspires and benefits our patients, staff and communities, to deliver a better future.

Building the foundation

With the amalgamation of Mental Health & Wellbeing services into Western Health in July 2023 and the growth expected with opening of new facilities, the development of a Mental Health & Wellbeing Nursing Workforce specialist sub-plan of the Nursing & Midwifery Workforce Plan 2022-26 has been a priority.

Over the past few years, our Nursing and Midwifery Workforce Plans have been instrumental in placing the health service in a strong workforce position, which has allowed us to continue to grow and be responsive to meet the healthcare needs of Melbourne's west. It is important that we explore the specific requirements of the mental health and wellbeing workforce to ensure we are well prepared to meet both the current and future workforce requirements.



External influencing factors

Workforce demand and supply

With the recent pandemic and the current shortage of nurses and midwives faced across Australia, both urban and rural settings in Victoria are experiencing an increase in demand for nurses and midwives which is far exceeding the supply. We are faced with the highest imbalance in workforce availability that the nursing and midwifery profession has seen for many decades.

Victoria's *Mental Health and Wellbeing Workforce Strategy 2021–2024* identifies that the mental health workforce needs to grow significantly to deliver the treatment, care and support needed to the Victorian community. With the reforms being implemented, this means more jobs for nurses and requires a sustainable workforce supply to be facilitated. Data provided in the strategy document reflects a current 12% deficit in enrolled nurses, 13% in Nurse Practitioners and 13% for Registered Nurses across the public mental services, so a significant deficit already exists.

Victorian initiatives established or commencing to facilitate attraction of staff are:

- International recruitment incentives
- Post graduate mental health nurse scholarships
- Entry pathways for mental health nurses – graduate registered and enrolled nurse, and transition programs for experienced clinicians
- Prequalification roles including RUSON

Initiatives established or commencing to build workforce skills, knowledge and capabilities:

- Development of mental health and wellbeing workforce capability framework
- Establish a mental health higher education reference group
- Establish the Victorian Collaborative Centre for mental health and wellbeing
- Implement Victoria's clinical supervision framework for mental health nurses

Initiatives established or commencing to build support for the safety, wellbeing and retention of the workforce:

- Monitoring of workforce wellbeing through People Matter Survey
- Safer Care Victoria establishment of Healthcare Worker Wellbeing Centre and 'Safety for All' initiative
- Funding for workforce wellbeing grants
- Safewards model and associated interventions
- Establishment of communities of practice
- Establishment of Mental Health Workforce Wellbeing Committee

Initiatives established or commencing to build system enablers for excellence in workforce

- Establish reliable data sets to inform workforce planning
- Establish a Workforce Reform taskforce - optimizing professional roles and scopes of practice across teams

Our Situation

A number of reliable data source platforms have been implemented at Western Health providing the organisation with a robust, centralised information source for nursing and midwifery workforce data. With the Mental Health & Wellbeing workforce joining Western Health from July 2023, although the data available captured is short term it still provides an overall picture of the workforce status.

Current Mental Health workforce status

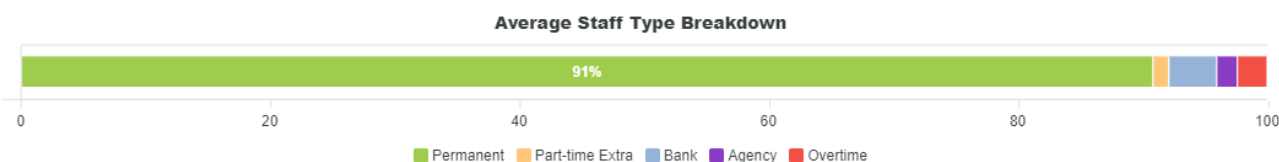
The Mental Health Nursing workforce has a total staff headcount of 437 employees, with 55% of the permanent workforce employed in a full-time capacity and 45% part-time. 69% are identified as female, 31% as male.

Compared with the age demographics of the Australian nursing workforce in 2022, the Mental Health workforce has a higher workforce in the mid age range of 40-49 years, with rates similar for the less than 40 years demographic at 47%, less in the 50 and over bracket at 26% compared to 33%.

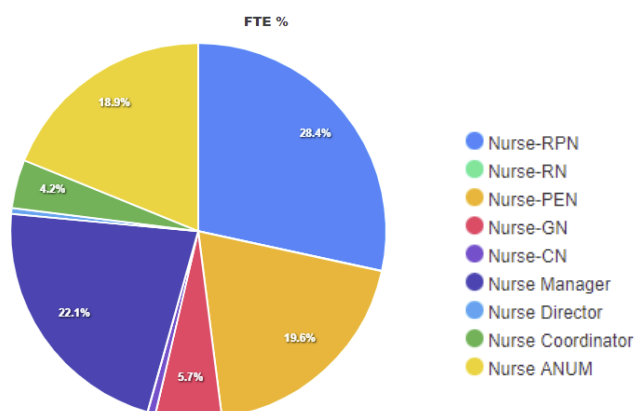
The employed workforce is comprised of 79% permanent staff and 21% casual workforce

Age Range	WH %	Australian %
20-29	18.06%	19%
30-39	28.89%	28%
40-49	26.86%	20%
50-59	15.58%	20%
60 and over	10.61%	13%

The current working staff profile reflects that the care provided to our consumers is being provided by permanent staff at 94.6%, comprising of rostered shifts, extra shifts and overtime. Our casual workforce makes up 3.8% and the remaining 1.6% is provided by an Agency workforce.



The average skill mix of staff reflects Senior nursing positions (Director, Manager, Coordinator) are held by 27% of the total workforce, followed by 19% in clinical area leadership (ANUMs). The remaining point of care nurses comprise of Registered Psychiatric or Enrolled Nurses with 5.7% of the total workforce in identified learner roles (Graduate / RN transition to practice).



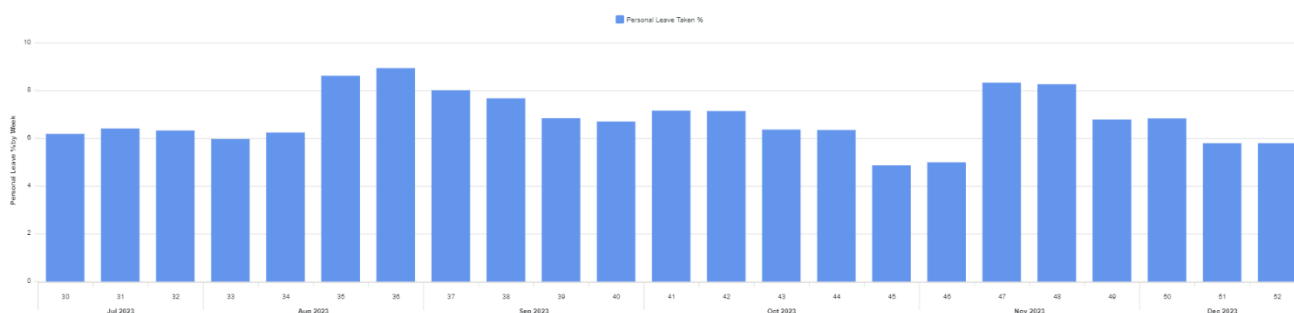
Key Drivers for current staffing

Workforce deficits

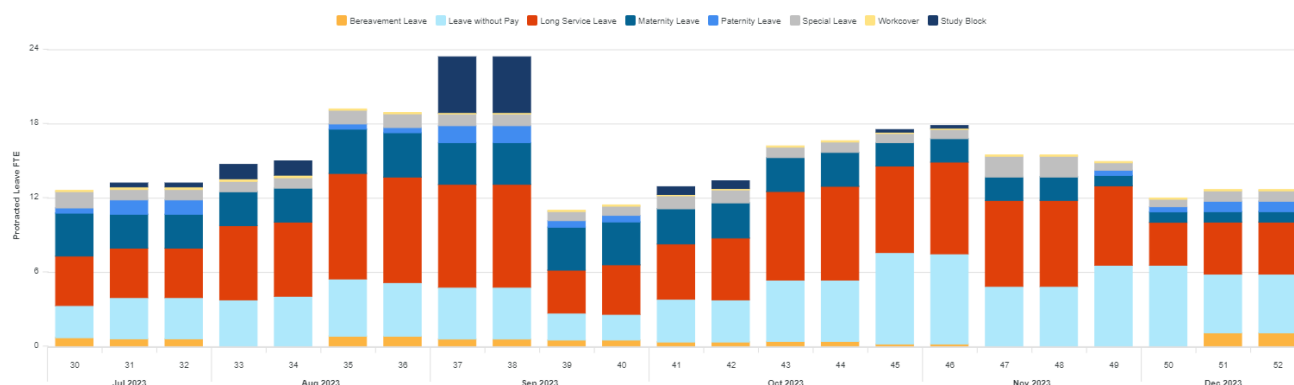
Current workforce data reflected in data sources demonstrate a shortfall of 19 EFT of permanent nursing staff. This is based on projected budget data provided by finance from the transition period, however has not yet been reviewed and endorsed by the line managers so discrepancies may currently exist. Recruitment is underway for vacancies however attraction of suitably qualified candidates for permanent positions has not translated into meeting the current vacancies.

Leave rates

On average, personal leave rates are at 6.8% during the past 6 months, i.e. approx. 19 EFT.



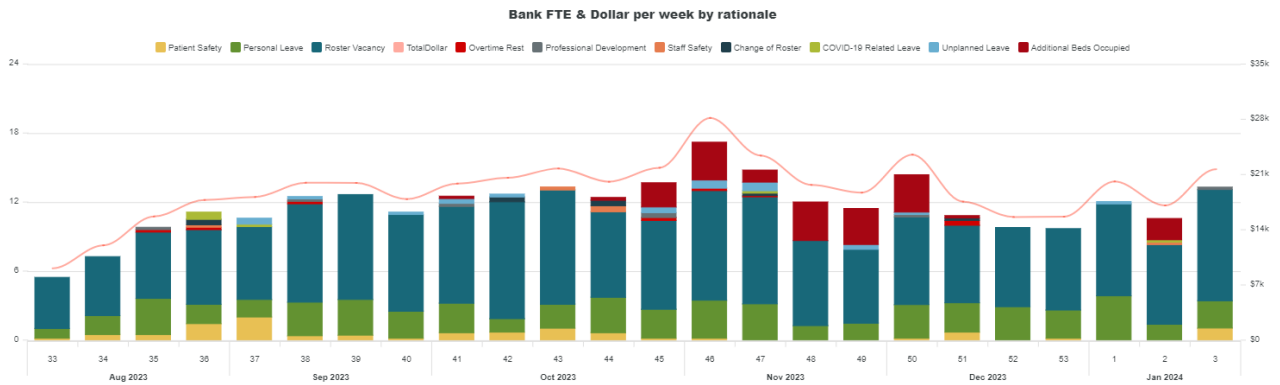
Extended or protracted leave rates suggest at least 12 EFT of contracted staff are not available to work on the roster at any one time.



Casual workforce

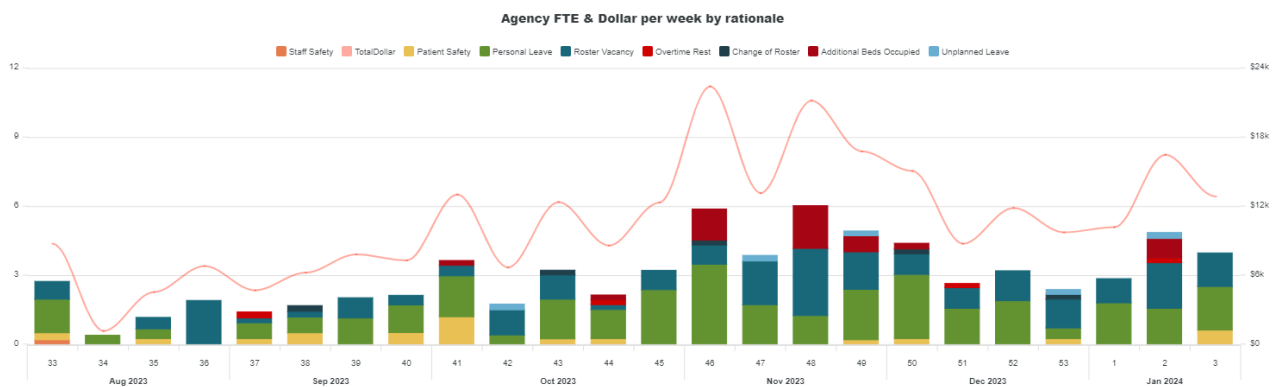
Although 124 individual staff transitioned across in July, only 40 individuals have been actively engaged in working. With an active recruitment campaign and direct contact to establish engagement, this has increased to 59 actively working casual staff.

A steady increase in engagement has been demonstrated up to November however availability since and over the holiday period was slightly reduced. Casual staffing utilisation has covered between 10.44 to 18.55 EFT per week.



Agency rates

Availability of Agency staff to fill vacancies has been limited, despite requests and engagement with Agency providers. At times up to 6 EFT a week has been covered with the limited supply.



Overtime

With vacancy deficit, limited agency and casual workforce available to work, overtime has ranged from 5.14 to 8.6 EFT per week.

Our way forward

Growth & Workforce Capability

With the exciting major projects Western Health is undertaking over the next few years, the mental health and wellbeing workforce will also be expanding during this time.

The opening of the new 52 bed mental health and wellbeing facility at Sunshine Hospital will see the phased growth of inpatient beds in 2024. In 2025, the phased opening of the new Footscray Hospital, will see the opportunity to expand and grow our mental health and wellbeing beds with the inclusion of 2 new inpatient units within this new facility. Then in 2029, a phased opening of the new Melton Hospital – a new tertiary hospital which will include a 24-hour emergency department and new mental health and wellbeing services will further see a significant growth in service.

Sourcing individuals to work with us is one component of supplying an appropriately qualified and sustainable workforce, as well as facilitating the professional, leadership and management capability of our workforce. Developing the capacity and capability of our workforce, preparing them to be leaders of the future and ensuring a workplace that promotes and supports lifelong learning will have a significant influence.

In addition, a review of the 'way we work' will be needed to ensure we have the right person delivering care, at the right time, to our consumers in the right place. With the supply and demand gap we are experiencing now and expecting to continue in the next few years, answering the question of 'which person' with 'which skills' are best to provide the care to our consumers should be considered, and appropriate actions taken to facilitate and ensure staff are working at their most appropriate scope of practice. By actioning this, the expected outcome will be provision of Best Care while creating an environment where staff will feel accomplished and rewarded.

Developing our specialist sub-plan

The Nursing and Midwifery Workforce Plan 2022-2026 was created prior to the mental health and wellbeing workforce joining Western Health in July 2023. As the intention of the plan is to identify strategic actions to ensure that our workforce is well positioned to continue to grow in capacity and capability, discussion with key stakeholders to identify and consider the needs of the Mental Health & Wellbeing workforce was needed.

A specific workforce planning day was facilitated in September 2023, with 23 key stakeholders attending including Mental Health & Wellbeing Program Managers, Senior Mental Health nurses, Divisional and Director of Nursing & Midwifery leads, members of the Nursing and Midwifery Workforce Unit team & Best Care Governance & Support team. With previous workforce plan documents provided, discussions were facilitated to explore the actions in the current plan that align with Mental Health & Wellbeing priorities, to identify any specific needs for the Mental Health & Wellbeing workforce and explore what they would like to achieve in the next few years.

Principles to guide the discussions were agreed upon and these included:

- sustainability,
- meeting regulatory and legislative frameworks,
- innovation does not equal dollars,
- the consumer remains the central focus, and
- Best Care guides our practice.

Conversation topics and suggestions were documented during the workshop, themed and compared to the current plan.

The key themes that emerged for attracting staff to Western Health were to improve the recruitment, on boarding experience and marketing strategies, along with a focused international recruitment campaign. Maintaining and expanding our undergraduate opportunities, both for placements and employment as RUSONs and transition to Mental Health & Wellbeing programs, including Graduate programs were seen as key to increasing and sustaining the Mental Health & Wellbeing nursing workforce.

Responses reflected that offering permanent contracts for education programs was needed, optimising rostering practice, implementing a Mental Health Nurse Pool and offering retention incentives e.g. financial incentives and staffing ratios were noted as actions that would both attract and retain our workforce.

Key actions to empower Best Care and build expertise were to clarify and support the Psychiatric Clinical Nurse Specialist / Registered Psychiatric Nurse Advanced Level application process, provide a clear framework for current career structure for career progression and advanced practice along with increasing postgraduate scholarships opportunities were identified as key actions to meet this objective. Optimising models of care and facilitating flexibility of positions with pathways to move across areas were also identified. Actions identified to enhance leadership and management were timely access to leadership and management resources including data dashboards and workforce planning tools, clarification of senior clinical roles, implementation of a succession planning process and access to leadership and management learning opportunities.

It was identified that 'good' for the Mental Health & Wellbeing nursing workforce would reflect confident, competent, engaged and valued staff, who know the expectations of their roles, are actively engaged in professional development and career planning, with high job satisfaction and no intention to leave. The systems and tools provided support their work, with minimal

vacancies, sufficient staff backfill resources, higher attendance rates and the right staff are providing the right care at the right time. They enjoy coming to work, are supportive of new staff and provide Best Care that results in high consumer confidence. Western Health's Mental Health & Wellbeing Services will be the employer of choice and an industry leader attracting experienced clinicians.

A commitment to action was agreed upon, highlighting the need for a coordinated approach with regular progress and feedback opportunities. To achieve these objectives, it was determined that inclusivity is needed, Western Health support structures need to be identified and work needs to be actioned together with a voice at the right tables. Utilising the established organisation wide communications forums as well as Mental Health & Wellbeing focused ones including other craft groups will be important for successful progress toward meeting these objectives.

We appreciate the effort taken to by all those involved in the development of this sub-plan and value their input.



Objectives and actions

The Nursing and Midwifery directorate is committed to working with all stakeholders to implement the following objectives in line with the actions that focus on meeting our workforce growth and development in the coming years. In addition to the relevant objectives within the overarching Nursing and Midwifery Workforce Plan 2022-2026, those specific to Mental Health & Wellbeing nursing workforce are also included below:







Objective	Mental Health & Wellbeing Nursing Workforce Sub-plan 2023-2026
Objective 1	Attract and retain the best nurses for our growing health service
Objective 2	Empowering Best Care, exploring alternate models of care and building expertise
Objective 3	Enhancing clinical and professional leadership and management

Objective 1: Attracting and retaining the best nurses for our growing health service

	Actions to be implemented	Resources	Timelines	Success Indicators	Responsibility
1 	Introduce international recruitment framework in alignment with current practice and investigate options for Mental Health & Wellbeing specific roles. Explore and implement 'in person' overseas recruitment activities to facilitate a sustainable candidate pipeline.	People and Culture	2023-2024	Streamlined process and resources easily accessible and implemented by recruiting managers; increase in overseas recruitment numbers	Nursing & Midwifery Workforce Unit Program Managers
2 	Introduce centralised recruitment model in alignment with current practice for Grade 2 and Enrolled Nurse recruitment.	Nursing and Midwifery Workforce Unit (NMWU)	2023	Administrative burden of recruitment reduced. Appropriate Mental Health & Wellbeing terminology and language used. Education program recruitment facilitated by NMWU team	Nursing & Midwifery Workforce Unit Program Managers Director, Education and Learning
3 	Clarify minimum qualification requirements for employment into Mental Health & Wellbeing nursing services	Divisional Director DONM Workforce	2023	Clear expectations for recruitment processes and alternate pathways identified for suitable candidates	Nursing & Midwifery Workforce Unit Program Managers Director of Nursing, Mental Health
4 	Maintain and explore expansion of Registered Undergraduate Students of Nursing (RUSON) program.	Education and Learning team	2023-2024	Increase in numbers employed as RUSONs and retention into graduate employment	Director of Nursing, Mental Health
5 	In collaboration with university partners, investigate and facilitate an increase in undergraduate student placement opportunities and establish fellowship programs	University partners	2024	Increase in student numbers and fellowship program participants	Director, Education and Learning
6 	Maintain and expand Transition to Mental Health program for qualified staff with limited or no Mental Health experience	Education and Learning team	2024	Transition governance of education program to Western Health. Identify and map capacity and process; maintain recruitment	Director, Education and Learning Senior Mental Health nurses
7 	Investigate opportunities and implement actions to improve recruitment experience for candidate and manager from initial contact to on boarding	People & Culture; Nursing employees	2024	Streamlined process with minimal delays with positive candidate and manager feedback	DoNM, Workforce

8	Explore and implement expansion of graduate employment models including registered nurses and enrolled nurses	Nursing and Midwifery Workforce Unit	2023-2026	Identify roster lines and facilitate permanent contracts for program participants. Transition governance of RN & EN education programs to Western Health. Increase in graduate program participant numbers.	DoNM, Workforce Director, Education and Learning
9	Determine workforce recruitment targets for current and new activity by utilising workforce planning tools	Divisional Director; Program Managers, Project teams	2024-2026	Workforce profiles built in Health-e Workforce Solutions platform for current activity and for new growth informing recruitment needs	DoNM, Workforce
10	Optimising roster practices to meet care delivery needs, support wellbeing and improve job satisfaction	Directors of Nursing and Midwifery (DoNMs)	2024	Embed audit for best practice and supplementary roster process	DoNM, Special Projects
11	Introduce utilisation of supplementary roster in HeWS platform	NMWU	2023	Permanent staff record availability to work above rostered shifts	DoNM, Workforce
12	Review nursing marketing strategies for Mental Health & Wellbeing to facilitate meeting demographic needs	Corporate Communications Talent Acquisition team	2023-2025	Increased applications for advertised positions Targeted marketing achieved	Program Managers DON, Mental Health & Wellbeing
13	Develop and implement a Mental Health Pool and grow program to meet workforce needs	Nursing and Midwifery Workforce Unit	2024-2026	Sustainable employment model for supplementary staffing; Mental Health & Wellbeing specific learning programs offered to supplementary workforce	DoNM, Workforce
14	Explore and implement sustainable retention incentives including flexible working arrangements, alternate roster shifts, wellbeing and safety strategies	People and Culture; Workplace Strategy and Wellbeing team	2024-2026	Reduction in personal leave, turnover and vacancy rates	Divisional Director DON, Mental Health & Wellbeing
15	Develop and implement recruitment campaign for new Footscray Hospital	Divisional Director; People and Culture, Corporate Communications	2024	Timely recruitment to meet staffing needs	DONMs - site, divisions and Workforce
16	Develop and implement recruitment campaign for Melton Hospital	Divisional Director; People and Culture; Corporate Communications	2026	Timely recruitment to meet staffing needs	DONMs - site, divisions and Workforce

Objective 2: Empowering Best Care, exploring alternate models of care and building expertise

	Actions to be implemented	Resources	Timelines	Success Indicators	Responsibility
17 	Review and clarify Psychiatric Clinical Nurse Specialist & RPN Advanced level application process	People and Culture	2023	Reviewed documents published with clearly defined application process	DON, Mental Health & Wellbeing DoNM, Workforce
18 	Increase Post graduate scholarships offered – across all areas including Mental Health & Wellbeing	Divisional Director, DON Mental Health & Wellbeing Education and Learning Team	2024	Increased number of scholarships offered	Director, Education and Learning
19 	Grad+ program for Registered Nurses and Midwives embedded	Divisional Director, DON Mental Health & Wellbeing	2024	Identify roster lines in MH areas and implement rotations	Director, Education and Learning
20 	Optimise EMR to enhance Best Care	Divisional Directors; DONMs Education and Learning Team	2024-2026	Develop programs to support Mental Health & Wellbeing service delivery and expedite rollout	DoNM, Informatics
21 	Enhance alignment of educators and clinical support nurses to wards / departments	Unit Managers; Education and Learning Team	2024	Ward / department based educational needs met	Director, Education and Learning
22 	Explore and develop framework for nursing and midwifery progression into specialties and advanced practice (pathways)	Divisional Director DON Mental Health & Wellbeing Education and Learning Team	2024	Nurse Practitioner pathways in Mental Health mapped; Published framework and associated pathways	Director, Education and Learning
23 	Explore and develop education framework to facilitate career progression for qualified staff, as well as certificate-prepared worker transition to qualified positions, Enrolled Nurse to Registered Nurse	DON Mental Health & Wellbeing Education and Learning Team	2024	Published framework and associated pathways	Director, Education and Learning
24 	Review current unit based career structure to align with best practice	Divisional Director	2024	Clarify career structure and expectation of roles	DON Mental Health
25 	Enhance relationships with university partners to expand access to learning opportunities	Education and Learning Team	2024	Increased access to mental health learning opportunities	Director, Education and Learning
26 	Explore supporting flexibility of movement across clinical areas and sites expanding clinical exposure	Program Managers; Education and Learning Team	2024 - 2025	Develop and present proposal and implement approved recommendations; consider maternity and MH unit collaboration	Director, Education and Learning; DoNM, Workforce DON, Mental Health & Wellbeing

27 	Explore and facilitate access to opportunities for Enrolled Nurse Advanced Diplomas	Education and Learning Team	2024-2025	Increase Enrolled Nurse completion of Advanced Diploma programs	Director, Education and Learning
28 	Develop and optimise models of care at all sites	Divisional Directors; Project development teams	2023-2026	Current Models of care evaluated. Clear model of care guidelines and Mental Health service plan documented	DONMs - site, divisions and workforce

Objective 3: Enhancing clinical and professional leadership and management

	Actions to be implemented	Resources	Timelines	Success Indicators	Responsibility
29 	Development and implementation of meaningful data dashboards	Business Intelligence team	2023-2024	Dashboards with meaningful data collated and utilised	Executive Director of Nursing & Midwifery (EDONM)
30 	Engage in leadership and management learning programs offered	Education & Learning Team; Workplace Strategy & Wellbeing team	2024	Variety of programs offered to extend staff capability.	Deputy EDONM Director, Education and Learning
31 	Engage in completing workforce planning and supplementary staff management learning programs	Nursing & Midwifery Workforce Unit	2023	Program Managers and nurses in charge of shifts utilise HeWS platform effectively; Program Managers engage in annual staff profile builds for budgets	DoNM, Workforce
32 	Introduce and support utilisation of workforce data for recruitment and staffing	Nursing & Midwifery Workforce Unit; Programs Managers	2024	Program Managers utilising HeWS reporting to support decision making; Review area profiles to reflect service delivery models.	DoNM, Workforce
33 	Improve access to leadership and management resources	Education & Learning team; Program Managers; DoNMs	2023-2024	On-line contemporary resources easily accessible - learning programs, resource tools; Peer networking program established	Director, Education & Learning; =
34 	Implement mentorship for Program/Unit Managers	DON Mental Health & Wellbeing Workplace Strategy & Wellbeing team	2024	New managers are provided a supported orientation and transition	DON Mental Health & Wellbeing
35 	Clarify expectations of senior Mental Health & Wellbeing clinical roles	Divisional Director; DON Mental Health & Wellbeing	2023-2024	Standardised expectations set for clinical senior roles	DON Mental Health & Wellbeing
36 	Early identification of future leaders, with expanded clinical leadership learning opportunities	Divisional Directors; Education and Learning Team; Workplace Strategy & Wellbeing team	2024 - 2025	Rotating ANUM roster lines established; Talent identification program, with fellowship / internship program developed	DON Mental Health & Wellbeing DONM Workforce
37 	Explore and implement a succession planning process	People and Culture Workplace Strategy & Wellbeing team	2024	Retention of talented employees prepared for leadership and management roles	Divisional Director DON, Mental Health & Wellbeing
38 	Develop and implement clinical supervision framework for Mental Health & Wellbeing nursing staff	DON Mental Health & Wellbeing	2024	Clinical supervision expectations are clarified and all Mental Health & Wellbeing nursing staff participate	DON, Mental Health & Wellbeing

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Explore feasibility of establishing a Chair of Mental Health research position	General Manager (MH&WS) Divisional Director DON, Mental Health & Wellbeing University partner(s)	2024	Feasibility of appointing of an additional Chair position completed.	Executive Director of Nursing & Midwifery (EDONM)
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Outcomes and Success

Evaluate and reporting

Evaluation and reporting on the Mental Health & Wellbeing Nursing Workforce Sub-plan 2023-2026 will occur as part of ongoing reporting for the Nursing & Midwifery Workforce Plan 2022-2026:

Actions to be implemented	Resources	Timelines	Success Indicators	Responsibility
The Western Health Board is updated on the progress of the Plan, including achievements, opportunities and challenges	Time is allocated to collate data & other relevant information	Every 2 years	The Board are informed of progress, opportunities and challenges	Executive Director of Nursing & Midwifery (EDONM)
Nursing & Midwifery directorate provide 6 months reports to the Western Health Executive	Time is allocated to collate data & other relevant information	Every 6 months	Nursing & Midwifery Workforce Plan and Mental Health & Wellbeing Nursing Workforce Sub-plan are implemented and reported	Executive Director of Nursing & Midwifery (EDONM) Director of Nursing & Midwifery, Workforce
Nursing & Midwifery directorate provide monthly workforce utilisation reports to the Operations Steering Committee	Time is allocated to collate data & other relevant information	Monthly	Senior Operations leaders and Directors of Nursing & Midwifery are informed of progress, opportunities and challenges	Executive Director of Nursing & Midwifery (EDONM) Director of Nursing & Midwifery, Workforce
Updates on progress of workforce plan are shared with Nursing and Midwifery staff through communication forums	Time is allocated to collate data & other relevant information	Monthly	Information is shared in monthly Nursing & Midwifery News as appropriate Report provided to Nursing & Midwifery Advisory Council at scheduled meetings	Executive Director of Nursing & Midwifery (EDONM) Director of Nursing & Midwifery, Workforce
Updates on progress entered into Business Plan and Risk Register	Time is allocated to collate data & other relevant information	Monthly	Business Plan and Risk Register remains updated	Director of Nursing & Midwifery, Workforce

References / Resources

- Australian Government Department of Health, Nursing and Midwifery data <https://hwd.health.gov.au/nrmw-dashboards/index.html> (accessed August 2023)
- Health-e Workforce Solutions platform
- Victorian Department of Health, Victoria's Mental Health and Wellbeing Workforce Strategy 2021-2024 [victorias-mh-wellbeing-workforce-strategy-2021-24-pdf.pdf \(health.vic.gov.au\)](https://www.health.vic.gov.au/victorias-mh-wellbeing-workforce-strategy-2021-24-pdf.pdf) (accessed July 2023)