



NETWORK WORK READY

Sindiso Dube, Orlaith Lavery, Margaret Man and Maxine McCarthy Justice Health and Forensic Mental Health Network, Organisational Development Unit

Case for Change



"My biggest challenge is working in a **controlled** and **restricted** environment"

The transitional year is professionally, emotionally and personally taxing. The Graduate Nurses in the Network experience the added dimension of providing health care in a high secure environment to a stigmatized client group with complex health needs.

End of program feedback from the Graduate Nurses reports **variance in support provided, inconsistent unit orientation, communication and monitoring** of the program. Some reported that they have been left to their own devices, with **no clear pathways** for future career development after the program.

Strengthening the program ensures Graduate Nurses have developed their ability in management and clinical assessment skills to be confident in working in our environment.

Goal

Contribute to a skilled workforce by developing capable and confident Graduate Nurses

Objectives



- To increase the number of Graduate Nurses that will have their clinical practice assessed using the Registered Nurse Standards of Practice from 0% 100% by March 2021
- To increase the number of facilities that satisfy the site readiness self assessment guide from 0% -100% by March 2021
- To increase the Graduate Nurses self reported positive experience from 44% - 95% by March 2021

Method

Diagnostics	Solutions
Surveys (3)	Blitz
Literature Reviews	Power of Three
Focus Groups (4)	Brainstorm
Process Mapping of Graduate Journey	PDSA Cycle
Interviews (5)	Solutions Prioritisation Workshop

Results

Main Issues

During Program

Adaptation to providing nursing care in a secure environment

Variation in expectations regarding ongoing monitoring of clinical progress

Subjective feedback measures on program activities

No agreed evaluation framework for the Graduate Nurse program

End of Program

Untargeted development opportunities

Lack of agreed talent development strategy for the Network

Solutions

1. Strengthen the graduate program which builds the foundations for nursing pathways for the Network

1.1 Striving for Success: Is your unit Graduate Nurse Ready? (site readiness self assessment guide)

1.2 Development of a handover tool between placement rotations for continuity

1.3 Introduction of Graduate Nurse Program Passport to monitor Graduate Nurses' clinical progress at a snapshot

1.4 Kirkpatrick evaluation model to be used to evaluate the Graduate Nurse Program

2. Develop career and developmental nursing pathways

2.1 Promote the Public Sector Capability (PSC) Framework as a means for measuring and developing capabilities for the Network

2.2 Establish the Network nursing career pathways

2.3 Design targeted nursing development programs mapped to the PSC Framework and the nursing career pathway

2.4 Publish nursing career and development guides for the Network

Implementation Status

Monitor	Live	Started	Delayed
2.1	1.1 1.2 1.3	1.4 2.2 2.3	2.4

Key benefits from the project are yet to be fully realised as solutions are still in the implementation phase at the time of writing.

Acknowledgements

Michelle Eason, Project Sponsor
Semakaleng Hlapane, Redesign Lead
2019/20 Graduate Nurses
All Clinical Support Staff

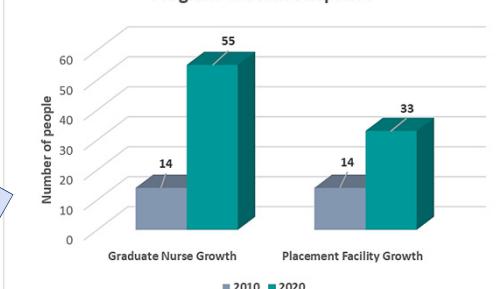
Contacts

Sindiso Dube, Nurse Manager Leadership Programs
Phone: 02 9700 3839
Email: Sindiso.Dube@health.nsw.gov.au

Diagnostics

Program grew by **82%** in the past decade with limited strategy to address the changes

Program Growth Snapshot



44% reported difficulty adapting to the workplace



75% of program activities were subjectively measured



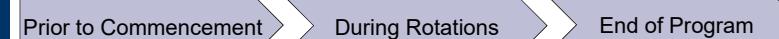
14% reported their teams were approachable and welcoming



56% support staff not satisfied with program communication

NEW

Graduate Nurse Program



- Prior to Commencement
 - During Rotations
 - End of Program
- Site Readiness Self Assessment Tool
 - Program Passport
 - Touchpoints
 - Allocation of preceptors
 - Handover checklist
 - Program celebration
 - Program evaluation

Sustaining Change

- Graduate Nurse Program Passport provides a streamlined approach to assessing Graduate Nurses clinical progress
- Scheduled Program Coordinator touch points allows for consistent engagement and support for the Graduate Nurses
- Graduate Nurse Program Business Rules have been updated to reflect new changes
- The Program has adopted the Kirkpatrick Model for Evaluation and has identified and scheduled evaluation points in the program

Conclusion

There is potential to further investigate how workplaces are prepared for taking on Graduate Nurses. The Network would be willing to benchmark with other interested providers of Graduate Nurse Programs.

Our lessons learnt:

- Adapting to technology for flexible program delivery during COVID 19
- My priority is not always the priority of others
- Trust the process our initial planning and vision of the project shifted considerably as we started to explore the root causes