

Building Workforce Capacity and Succession Planning Out West



MAUREEN CANNING

RN, CCC, CIC&S, DIP BUS MGT, DIP COMP MANUFACTURING

ACIPC PRACTICE GUIDANCE COMMITTEE MEMBER

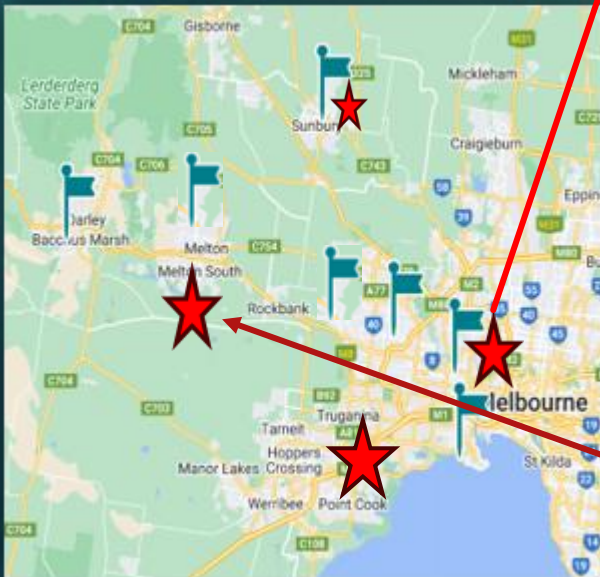
OPERATIONS MANAGER INFECTION PREVENTION

WESTERN HEALTH

MELBOURNE



Western Health



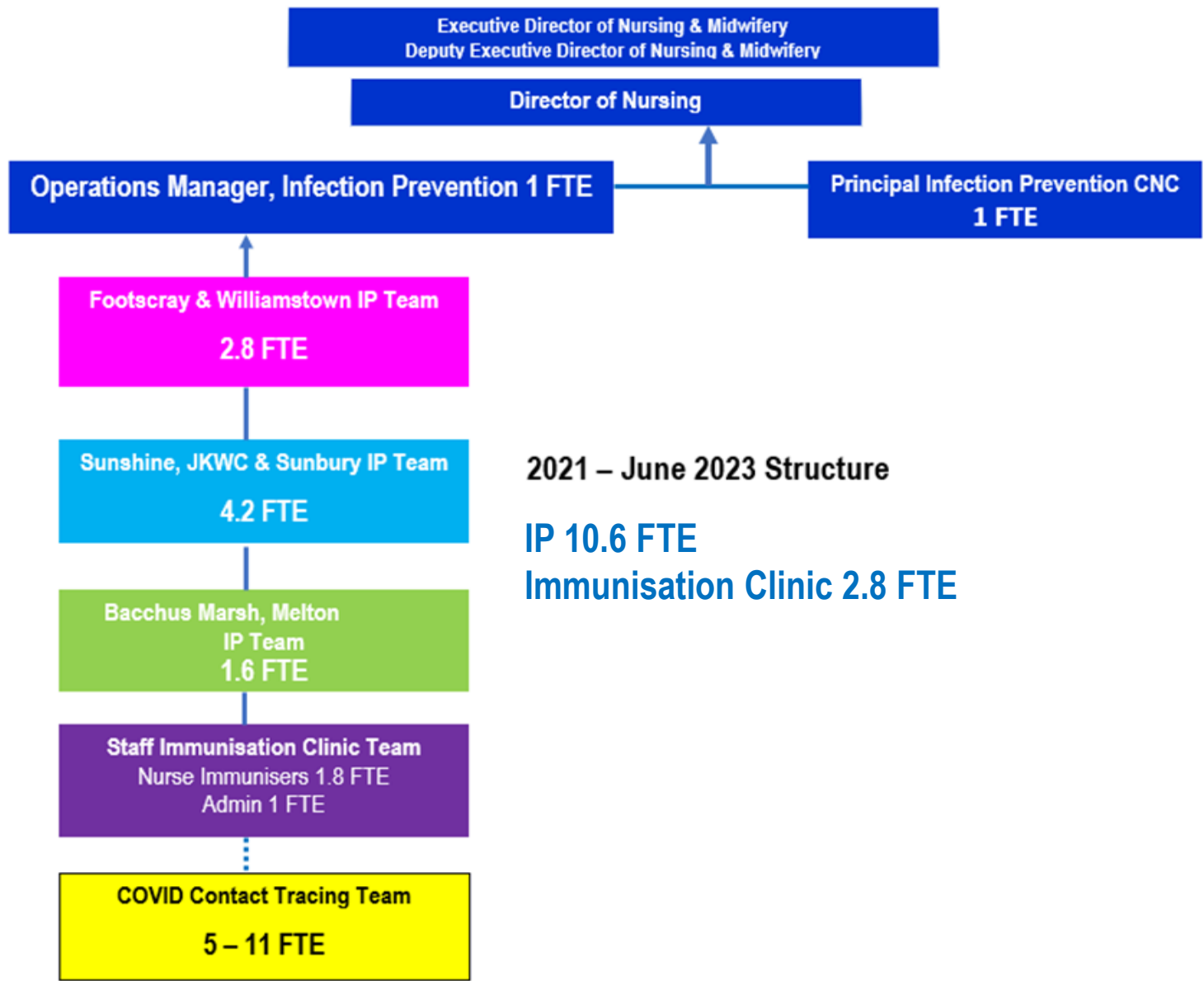
Western Health's Expansion

Victorian Infection Prevention Classifications

Grade 6	Clinical Nurse Consultant D
------------	-----------------------------

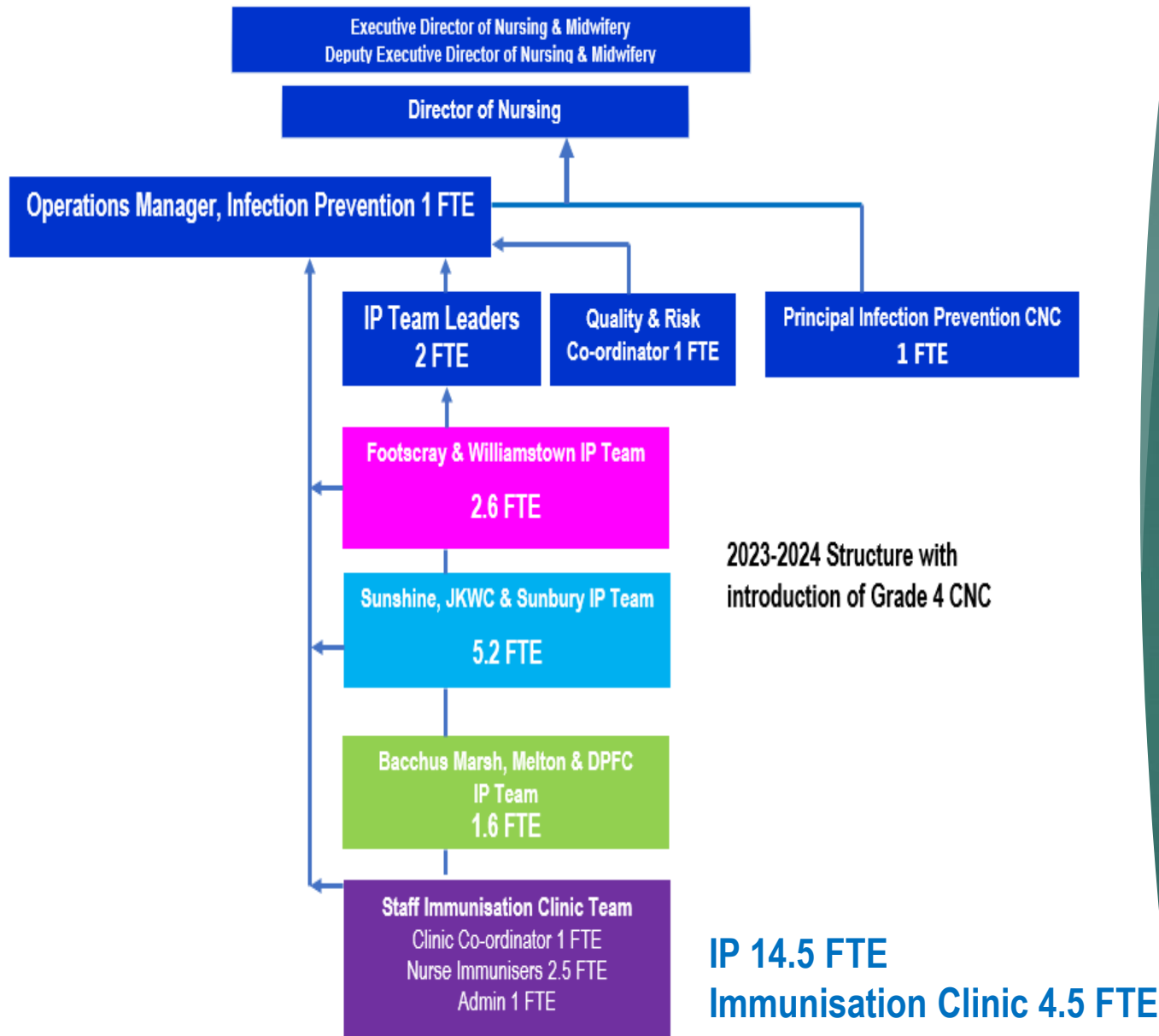
Grade 5	Clinical Nurse Consultant C
------------	-----------------------------

Grade 4	Clinical Nurse Consultant A & B
------------	---------------------------------



2021 – June 2023 Structure
 IP 10.6 FTE
 Immunisation Clinic 2.8 FTE

Original IP Structure as Ops Manager



IP Structure with Team Leaders

Current IP Structure

Operations Manager Infection Prevention

Senior Leadership Team

IP/AMS ID
Registrars 2 FTE

Team Leader

Sunshine, Joan
Kerner & Sunbury

4.4 FTE
Grade 5
CNC

1.8 FTE
Grade 4
CNC

Team Leader

Footscray, Bacchus
Marsh, Melton,
Williamstown,
Correctional Facility

2.8 FTE
Grade 5
CNC

0.8 FTE
Grade 4
CNC

IP Education Lead

0.8 EFT

3.4 FTE
Interns
Grade 4
CNC -
across
sites

Quality, Risk & Capital Lead

1 FTE
Grade 5
CNC

Staff Immunisation Coordinator

Immunisers
3.5 FTE

Admin 1.6
FTE

Executive Support for Infection Prevention Team Growth

- ▶ Identified as a critical resource for development and recruitment
- ▶ Funded FTE to support future expansion
- ▶ Scholarship availability
- ▶ Provision of leadership training to team
- ▶ Introduction of IP Education Lead role

Challenges in Recruitment out West

- ▶ Several positions advertised with limited or nil success
- ▶ Public health applicants post peak COVID
- ▶ Lack of insight into the breadth of role
- ▶ Location outside of the main metro areas
- ▶ Rapid expansion of services further west
- ▶ IP profile awareness



Looking within for Interns

- ▶ Executive and DON support
- ▶ Above FTE requirements
 - ▶ 3 staff in 2023 and 4 in 2024 – 5 FTE total
- ▶ Raising the broader IP roles profile within the organisation
- ▶ Creating interest, overcoming perceptions
- ▶ Targeted key selection criteria to attract the right people
- ▶ Local knowledge of candidates



Seeking high performers



- ▶ Minimum 5 years clinical experience at CNS or above
- ▶ Post grad studies or experience in specialist areas
- ▶ Proactive Link Nurse with proven local IP quality activities or initiatives
- ▶ Local education experience
- ▶ Existing hand hygiene auditor
- ▶ 'Can do' attitude, willingness to learn

Training and Mentoring

Formalised induction program developed

Buddied with Grade 5 to mentor

Education opportunities provided

- Webinars
- Tutorials
- IT training
- Workshops

NHHI Advanced Infection Prevention modules

Local surveillance training sessions by VICNISS (Victorian HAI Surveillance Centre)

HIV & Hepatitis Testing Immunisation Course
Post Graduate studies

Intern Objectives and Outcomes



Learn day to day tasks with workbook



Processes developed to better support workflow



Undertake work and ward rounds with Buddy



Complete training provided over timeframe



Building relationships with clinical staff

Intern Objectives and Outcomes



Regular feedback from
Team Leaders and team



Undertake clinical
education with wards and
Link program



3 completed post grad
studies 2024

Challenges



- ▶ Workload demands to support novice team members
- ▶ Ratio of junior staff to qualified staff – increased stress
- ▶ Part-time, job-sharing roles
- ▶ Work life balance
- ▶ EBA study leave rostering



Rose

Our positive outcomes, successes and wins.



Bud

Areas of opportunity waiting to blossom.



Thorn

Challenges and issues that are causing us pain.

Future Intern Goals

Interns to undertake Leadership training to support their roles

Post graduate studies within 12-18 months

Project management or research

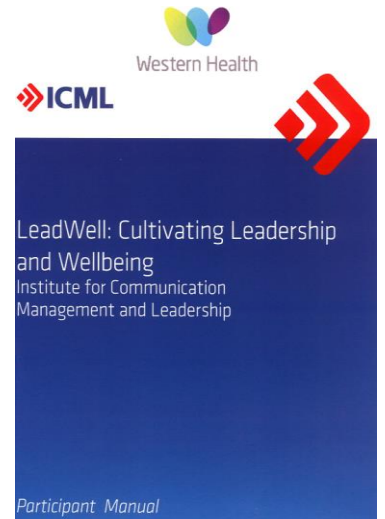
Formalising rotations to other sites

Conference presentations

Future Intern roles – only 1 per main site

Succession Planning – building a strong leadership team culture

- ▶ Providing opportunities to team for growth & project management
- ▶ Organisation mentors
- ▶ All the team undergo leadership training
 - ▶ Advanced frontline management to Director level
- ▶ 3 completed their Masters in last 2 years
- ▶ 1 commenced Master of Healthcare Leadership



Western Centre for Health Research & Education (WCHRE)

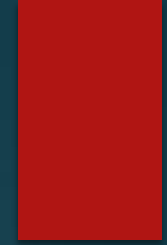


- ▶ Four-way partnership between Western Health, Victoria University, The University of Melbourne and Deakin University
- ▶ Accredited training facility
- ▶ Strong advocacy for professional development
- ▶ Research opportunities for IP

Succession & Expansion Planning

- ▶ Several leaders within the team able to step up as Operations Manager
- ▶ Team leader development for new hospitals
- ▶ Experienced and qualified staff to transition into new hospitals
- ▶ Diversity and strength across a broad range of IP activities
- ▶ Increased job satisfaction
- ▶ Raised IP profile across metro





Thank you to:

- ▶ Monique Sammut – Director of Nursing Standard 3
- ▶ Deputy and Executive Directors of Nursing and Midwifery
- ▶ Western Health Infection Prevention Leadership Team
- ▶ Western Health Infection Prevention team
- ▶ Dr Marion Kainer ID Head of Unit & Deputy Dr Adrian Tramontana
- ▶ Western Health IP/AMS ID Registrars

