**Participants**

- **Petula Steele**
  - Financial Controller
  - CMN

- **Marissa Ledlin**
  - Nurse Unit Manager Day Treatment Centre
  - CMN

**Project description**

To create a permanent AIN workforce within the acute care environment, supported by implementing a structured AIN career pathway. This career pathway will enable the AIN workforce to be agile, educated and committed to Calvary values.

The current AIN workforce at Calvary Mater Newcastle is sourced from the undergraduate casual pool and agency acute care certificate AINs. With the optimum goal of creating an AIN workforce with the knowledge and skills that are transferable through acute care, aged care and community care as well as providing significant cost savings leading to improved patient care.

To ensure the successful completion of the AIN workforce we need to review and modify our current models of care. The project will focus on the role of the AIN workforce in Calvary including:

- Models of care in individual units
- AIN scope of practice level
- Education program
- Job description
- Management of recruitment, retention and workforce
- Current casual AIN (undergraduate) workforce and
- Key metrics.

**Framework**

**Step 1: Review of current process**

Consultation with roster office, clinical nurse educator, nurse unit managers and Calvary partners to:

- Assess and review the current strategies used to manage both the casual and agency AIN workforce
- The scope of practice and model of care in each service unit
- Assess and review current management of this cohort of patients and
- Current AIN job descriptions in use.

**Step 2: Development of Calvary Mater Newcastle implementation of permanent workforce package “a change in model of care”**

Five key sections to be included:

- Required clinical care skill mix for acute care, aged care and community care
- Education and career pathway
- Scope of practice acute care AINs
- Delegation and supervision
- Recruitment and retention program and
- Development of key metrics.

**Step 3: Recruitment and implementation of new model of care**

Implementation of recruitment process and education program. The management of this process and program will be on a continuous cycle.

High emphasis on putting the right people in the right place with the right patients, ensuring positive change management throughout the hospital.

**Step 4: Review and reflect**

Evaluate implementation of the AIN workforce after six months with the following key metrics:

- Agency use
- Retention of staff
- Evaluation of education program
- Evaluation of model of care
- Number of falls
- Number of code blacks and adverse event reviews and
- Patient, carer and staff satisfaction.

**Proposed outcomes**

For 2018-2019 the total expenditure on AINs was $1.26M, this includes $178K on agency commissions. The proposed framework for the permanent AIN workforce is 2 AIN’s on each shift seven days per week, the annual cost of the workforce would be $741K and weekly FTE of 8.85 (Recruitment of 10 FTE for ADO & AL relief).

The new model saves $178K in agency commissions and potentially further savings of up to $360K if the weekly FTE can be maintained at 10FTE.

**Strategic Priorities**

**A focus on quality and safety**

Building an educated permanent AIN workforce who are part of the team and Calvary values driven. This ensures that we have a workforce that is familiar with our values, facility, staff and policies.

**Caring for our people, our patients and our working environments**

Supporting our current workforce by providing experienced educated AIN’s and supporting new staff with education and training to provide the care needed.

**Partnering and planning for the present and the future**

Creation of an AIN career pathway within Calvary Mater Newcastle with view to the future providing an education environment across Calvary acute care, aged care and community care.

**Caring for our resources**

Using our resources more efficiently and effectively by redirecting the premium used on agency into direct patient care, investing in our workforce by providing opportunities to develop through education and management.

**Benefits**

- Creation of a dynamic engaged workforce which is sustainable into the future and provides the best patient outcomes in quality and safety and experience
- Partnering with Calvary Community and Aged Care to develop recruitment, retention and education program which provide a career pathway for AIN’s across acute care, community care and aged care. Creating an environment where Calvary is the employment place of choice for AIN’s
- Management of budget - more effective use of resources as funding is used for direct patient care and staff development instead of agency premium.

**Risks**

- Maintenance of a permanent AIN workforce - using an established staff base and retention model.
- Changes in model of care not adopted across different departments – to mitigate this, the creation of a robust change management process that will be managed and maintained through continuous communication, support and evaluation.

**Future plans**

With the successful implementation of the project Calvary Mater Newcastle will have a robust workforce and pathway, creating optimal patient care for our complex patient cohort, supporting our staff and creating significant cost savings. Further evaluation to AIN career pathway for expansion to Calvary Community Care and Aged Care.