Organising orientation adds value to workforce planning

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Orientation
Organising orientation

- Cost of turnover (Waldman et al, 2004)
- 33% of salary saved when retaining skilled employee (Access Economics, 2010)
- Limitations in efficacy of strategies to reduce turnover (Webster & Flint 2014, Brook et al 2019)
Organising physiotherapy orientation

- Francis Health/MOH horizons scanning report improved retention
- Strong collaboration between LHD and staff
- Strategic priorities awareness
- Increasing AHA to improve patient outcomes and allied health retention
Our team

- 23 physiotherapists and 7 allied health assistants
- Similarities with National Health Workforce data set
- Culturally diverse
- Roles across the continuum of care

<table>
<thead>
<tr>
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<th>Team</th>
<th>NHWDS</th>
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<tbody>
<tr>
<td>Headcount (n)</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>FTE Total (n)</td>
<td>23.68</td>
<td></td>
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<tr>
<td>AHA FTE (n)</td>
<td>4.8</td>
<td></td>
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<tr>
<td>Average age (years)</td>
<td>36.3</td>
<td>38.1</td>
</tr>
<tr>
<td>Female (n, %)</td>
<td>22 (73%)</td>
<td>68%</td>
</tr>
<tr>
<td>Average working hours per week (hours)</td>
<td>32.7</td>
<td>34.8</td>
</tr>
<tr>
<td>Born overseas (n, %)</td>
<td>14 (47%)</td>
<td>26%</td>
</tr>
<tr>
<td>Works across sites (n, %)</td>
<td>7 (23%)</td>
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<tr>
<td>Part time (n, %)</td>
<td>10 (33%)</td>
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Orientation in the department

- Orientation process had not been reviewed since 2012
- Opportunity to align with:
  - WSLHD workforce strategic framework 2015-2020
  - MOH Workforce Plan 2012-2022
- Departmental data showed increasing hours spent providing orientation

![Attributable departmental orientation costs](chart.png)
OPINIONS

Organising

Physiotherapy

New Staff

Orientation for

Induction

Interactions and

Mentor

Clinical Senior

New Staff

Manager

NSW Government

Health Western Sydney Local Health District
OPINIONS

Data

July 2014 – June 2017

Project Group Ideation

July 2017 – October 2017

Plan Implement Review Repeat

December 2017 – November 2018

Standardised across sites

December 2018 – June 2019
OPINIONS Action Areas

Cultural competency appraisal
  - NSW Cultural Competency as a tool
  - Drive action planning

Appropriate existing HR resources to the team
  - Update of role handover
  - Orientation handover
  - Site 'lay of the land' note
  - Induction manager handover
  - Development plan handover

Focus Group → Coaching → Focus Group
  - Senior clinician focus groups
  - Site reflection
  - Active cycle feedback
  - Applying priorities

Outcomes
  - Create a buddy network
  - Upskill rotational roles
  - Update business processes
  - Fostering cooperative communication
  - Flexible working arrangements and career planning
  - ‘Part of the community’
Enablers

Strengths
- Treating patients with dignity, respect and compassion
- Openness discussing flexible working hours

Weaknesses
- Innovations to improve patient care and make the workplace more rewarding
- Support local innovation during clinically busy times

Leaving
- Lack of flexibility in workplace
- Risk of stress and burnout*
- Job dissatisfaction

Retaining
- Recruit to retain
- Flexible work arrangements arranged early
- Higher risk staff such as junior high flyers and more experienced staff
Findings

- **Staff turnover**
  - No significant change
  - Minimal increase in retention

- **Local orientation costs did reduce**
  - Clinical seniors more efficient in delivery of orientation
  - Team more receptive, engaged especially first 3 months of initiative
Findings
Implications on practice

- Early, regular discussion of return to work and leave planning, career pathways, flexible work arrangements
- Positive alignment and awareness of organisational strategy
- Transparency between staff and working environment
  - Coaching/facilitating upskill
  - Whole of person approach
Engagement

Before I make my decision, I’d like to ask for your opinions.

It’s supposed to make you feel “engaged.”

And you actually plan to listen to us?

I’m hoping it will look that way on the outside.
Feedback from senior physiotherapists

“The process itself has shown me that I am an important part of the picture in welcoming new staff into the team”

“I feel less anxious knowing we have a formalised, useable set of templates for new staff”

“I find it challenging in welcoming new ideas with new staff when we are busy prioritising current patient care… It is clear from working on this initiative that all clinicians have a role in creating a work environment that promotes open communication”
Feedback from allied health assistants

“I could see an improvement in the way (allied health) assistants were introduced in meetings”

“I would like the process to look at how we can be supported for further education”
Conclusion

– Culturally diverse team. True cultural changes take time

– Value of human interaction in supporting and retaining staff

– Team approach rather than single model of orientation appears positive

– Further research required in evaluating effectiveness of workforce strategies (NSW Health Analytics Framework, 2016)
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