



information - service development - technology - emerging design

So now we start.....

7 October 2004 Issue 3

It was great news last week that we got 'the green light' for our brand new hospital. Anyone would think we were just sitting around waiting for it to happen, but nothing could be further from the truth.

There has been a huge stream of work going on while we've been waiting, because regardless of which building option was chosen, it's been clear from the start that there are equally big workforce issues for us to grapple with.

We've been aware for some time that we face challenges with our aging workforce, high use of casual staff, recruitment and retention difficulties.... If you want a full and frank description of the issues, look no further than appendix 6 in the 'Nursing Consultation Document' now out for EVERYONE to comment on. (Copies available on the intranet, or from Gillian Malton, DHB reception).

Why don't we just shift everything just as it is into the new building?

Because we've been working in fragmented locations, and current practice is driven in part by the shortcomings of our facilities. We will have the opportunity to use the latest in evidence based practice and the cutting edge of technology in our new hospital.

So how do we manage all this?

The process we are using follows on from the User Group Process, and involves a series of workforce and process reviews. The first of these off the blocks

is the Nursing Workforce Review. Others underway include:

- Clerical
- Allied Health

Process reviews underway include:

- Perioperative process
- Visit process (OPD)
- Acute intervention (ED, HDU, AAU [Acute Assessment Unit])

Alongside these are running

- an external review of maternity services
- a service development process for AT&R services.

Also underway for some time now are the Laboratory and Radiology projects, looking at the future shape and requirements of these services.

So what do these 'processes' involve?

Each project has a Terms of Reference available, which describes how and what the project will achieve. Most of these are available attached to the Nursing Consultation Document, and the others will be put on the intranet in the next few days.

Each team (including members of the relevant unions) will meet discuss the issues, to determine:

- Systems that are simple and streamlined
- Having the right staff in the right place at the right time, doing the right things
- Interdisciplinary excellence
- Services that are clinically and financially viable

They then come up with, and consult with staff on a plan to get us to where we need

to be, including the proposed workforce, the training requirements, and defining how success will be measured (Key Performance Indicators).

Once the workforce is confirmed, roles which are new will be identified and job descriptions developed for them. We will then follow a selection process for those roles to ensure we have the right people with the right skills in the right place. All opportunities will be open to anyone who has the required skills and experience to apply for the roles. Staff in roles which are unchanged will be reconfirmed in their positions.

The future workforce will be confirmed in early 2005 and any changes will not be in place until after this date.

Any surplus staffing will ideally be managed through attrition and redeployment as a preference. Throughout the change process, there will be change management workshops. These are designed to ensure all staff have the skills to cope with their own responses to change, and support others. Also the EAP service is available to any staff that need more intensive individual support.

'Coping with change' workshops

Where: Room A, Personnel Services

Facilitator: Sueanne McGlashon

Times: 9.30-11.30am, or 1-3pm

Dates: Wed 27th October or Monday 1 November

These workshops will talk about your response to change processes, what emotions / phases you can expect to go through and ways of dealing with these.

To register your interest:
please contact Personnel Services
on x 5201.

Nursing Consultation Document

Feedback deadline: 29 October 2004

Please read this important document.
Copies available on the Intranet, or from Gillian Malton, DHB reception

You can give feedback in writing, or verbally at one of the Feedback Sessions

Feedback Sessions (up to 1 hour)
Room A Personnel

Thursday 14th October at 1.30 or 3.30pm
Friday 15th October at 1.30 or 3.30pm

The session will go over:

- The model of care
- Overarching principles
- Proposed clinical leadership position – Unit manager
- Proposed nursing workforce positions
 - Med/surg Team Leader
 - Afterhours coordinators
 - Clinical Nurse Educators
 - Clinical Nurse Specialists
 - RNs
 - ENs

If you want to discuss the document outside these times, please contact Noeleen Hill on x5891 or Helen Pocknall on x 5845

Clerical and Allied Health workforce review teams

Meeting times (up to one hour)
Mondays commencing 11 October
Clerical 1pm
Allied Health 2pm
Location: Personnel Services

The Change Team

Noeleen Hill Clinical and Process Change Manager
Sueanne McGlashon HR Advisor, Site Development
Jenny Prentice Organisation Development Manager
Jill Stringer Communications