

UTILIZING HUMBER RIVER HEALTH'S NURSING RESOURCE TEAM TO ADDRESS ORGANIZATIONAL STAFFING PRIORITIES

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DESCRIPTION

Nursing workforce planning is vital in maintaining staffing stability in healthcare organizations. Through ongoing monthly workforce planning meetings, the Nursing Resource Team (NRT) at Humber River Health (HRH) is adept at supporting daily staffing requests (Figure 1). The NRT plays a key role in supporting HRH by ensuring teams are equipped with nursing resources to provide safe patient care. In efforts to prioritize organizational needs and through effective planning and collaboration, the following workforce needs were identified within the organization:

- Paediatric Unit Respiratory Surge
- Emergency Department (ED) Workforce
- COVID-19 Vaccination Clinic for Staff, Volunteers, and Physicians
- Seasonal Flu Clinic for admitted patients

ACTIONS TAKEN

The NRT enhanced day-to-day staffing fill rates for HRH's inpatient Medical, Surgical, and Reactivation Care Centre units, through continuous workforce planning meetings, and onboarding of new graduate and internationally educated nurses. Furthermore, the department is proactively supporting other staffing priorities within HRH:

- Nine NRT nurses provided with a complete ED Orientation
- Four NRT nurses provided with a comprehensive orientation to Paediatric Unit and temporarily reassigned to the unit to support Respiratory Surge season
- Three NRT nurses provided with training to support both Flu and COVID-19 immunization clinics

OBJECTIVE

To proactively engage workforce planning efforts to support organizational staffing priorities.

| UNIT | ACTIVE RN FT | ACTIVE RN PT | ACTIVE RPN FT | ACTIVE RPN PT | ON LOA RN FT | ON LOA RN PT | ON LOA RPN FT | ON LOA RPN PT | VACANCY RN FT | VACANCY RN PT | VACANCY RPN FT | VACANCY RPN PT | TOTAL RN | TOTAL RPN |
|--------------|--------------|--------------|---------------|---------------|--------------|--------------|---------------|---------------|---------------|---------------|----------------|----------------|-----------|-----------|
| 06E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 5 | 0 | 0 | 13 | 0 |
| 06W | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | 1 | 0 | 0 | 15 | 0 |
| 07E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 0 |
| 07W | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 0 | 4 | 0 |
| 08E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 1 |
| 08W | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 0 | 2 | 1 |
| 09E | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 1 | 1 | 2 | 4 |
| 09W | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 1 | 3 |
| 10E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 1 | 0 | 4 | 1 |
| 10W | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11E | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11W | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12E | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 |
| 12W | 0 | 0 | 0 | 0 | 4 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 6 | 1 |
| 13E | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| 14E | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 |
| 13W | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 2 | 1 | 0 | 0 | 6 | 0 |
| RCC - F | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 1 |
| RCC - C | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 7 | 4 | 3 | 1 | 29 | 21 | 3 | 7 | 61 | 14 |

Figure 1. Data collected from Workforce Planning Meetings with Clinical Unit Managers are entered to trend factors impacting workforce shortages, such as LOAs and vacancies.

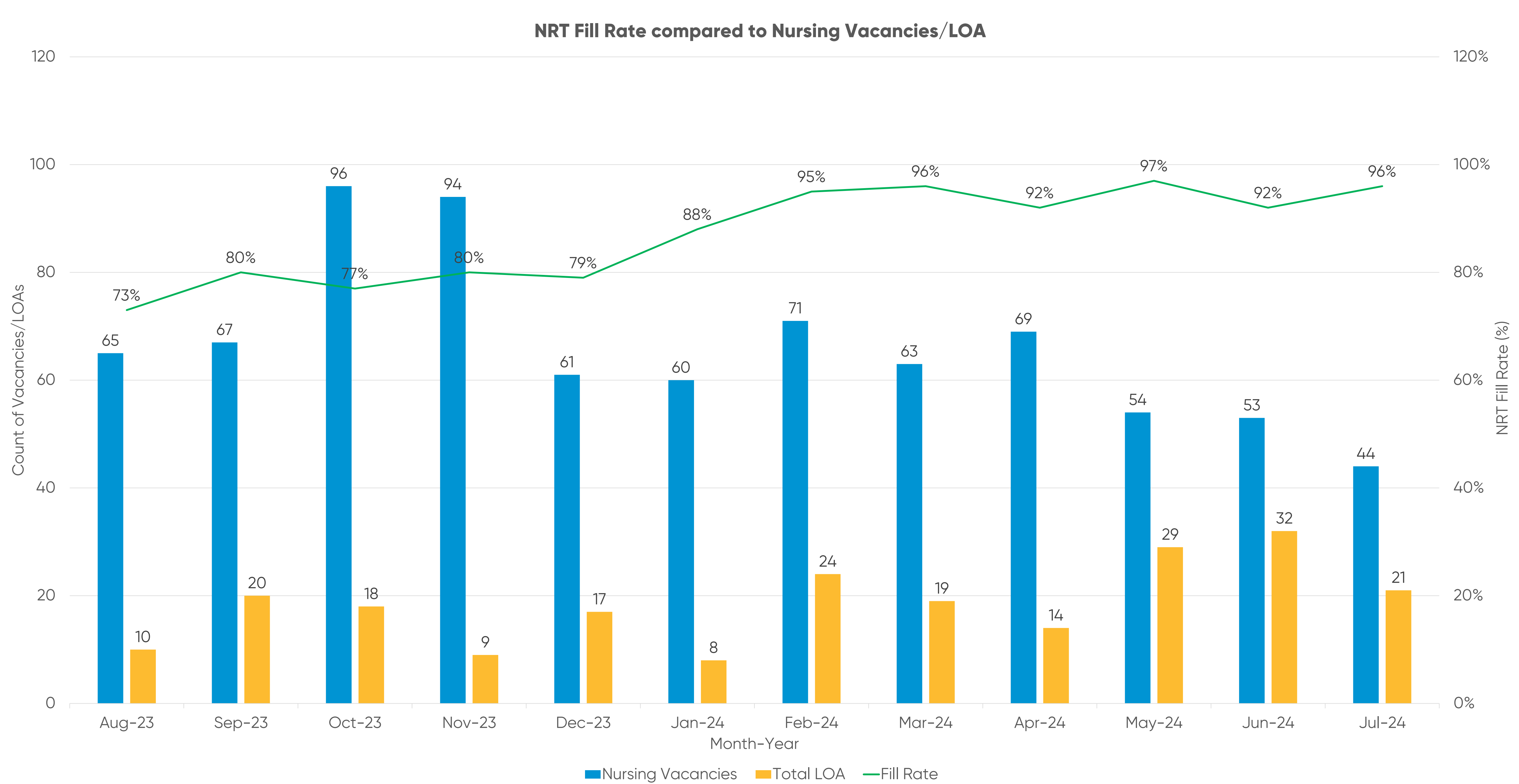


Figure 2. NRT Fill Rates in comparison to Count of Nursing Vacancies/LOAs from August 2023 to July 2024. Increased visibility of nursing shortages associated with vacancies and LOAs supported informed decision-making on hiring practices within the NRT to increase the NRT Fill Rate (# of requests met / # of staffing requests x 100%). Over this year, the HRH NRT has been able to sustain an average fill rate of over 90%.

SUMMARY OF RESULTS

The NRT bolstered their ability to meet HRH staffing priorities, through enhancing hiring practices. Workforce planning meetings and collaborating with key organizational stakeholders has allowed the NRT to sustain a fill rate of over 90% (Figure 2.), while addressing organizational priorities in key areas. The utilization of the NRT has provided HRH with a stable workforce planning strategy, enabling operational efficiencies.

LESSONS LEARNED

By engaging the NRT at HRH, organizational demands in varying key areas were identified and met through strategic workforce planning.

