

DESCRIPTION

At Humber River Health (HRH), the Nursing Professional Practice team is dedicated to identifying innovative recruitment strategies to stabilize its nursing workforce. By implementing initiatives, such as in-house training for Intensive Care Unit (ICU) and onboarding nursing students as student nurse externs, HRH has successfully taken steps that produce positive workforce outcomes. These recruitment and retention strategies are invaluable resources that provide newly hired nurses with an opportunity to assimilate into the organization's culture and values. This strategic investment, not only strengthens the nursing workforce, but also proves to be a significant asset for the organization.

OBJECTIVE

To strengthen the nursing workforce at HRH without the utilization of nursing agencies.

ACTIONS TAKEN

During monthly workforce planning meetings, ICU managers identified ongoing long and short-term vacancies. HRH took an iterative approach by developing an internal training and mentorship program for new graduate nurses to work in ICU. These nurses seamlessly integrated into the organizational culture, offering them professional growth and opportunities. In addition to this, the NRT has enhanced its' recruitment opportunities for new graduate nurses, while encouraging further retention. These initiatives, combined with student nurse externs transitioning to fill vacant nursing positions, has substantially stabilized the workforce in ICU and the organization.

Agency RN Hrs
January 2020 - September 2024

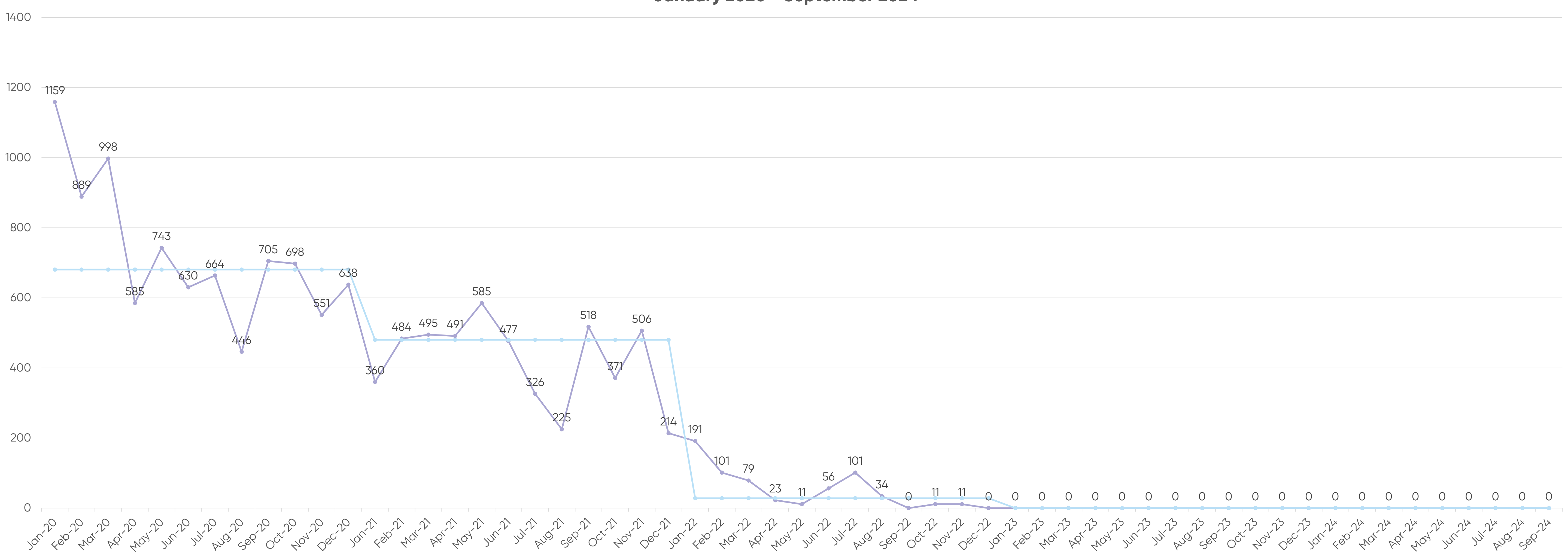


Figure 1. The figure above provides an overview of utilization of agency nursing hours per month at HRH. The purple line is the reported monthly hours for agency nurses, while the blue line provides the various medians that were calculated over time (January 2020 - September 2024).

Number of ICU Nurses Prepared Between Durham College and HRH

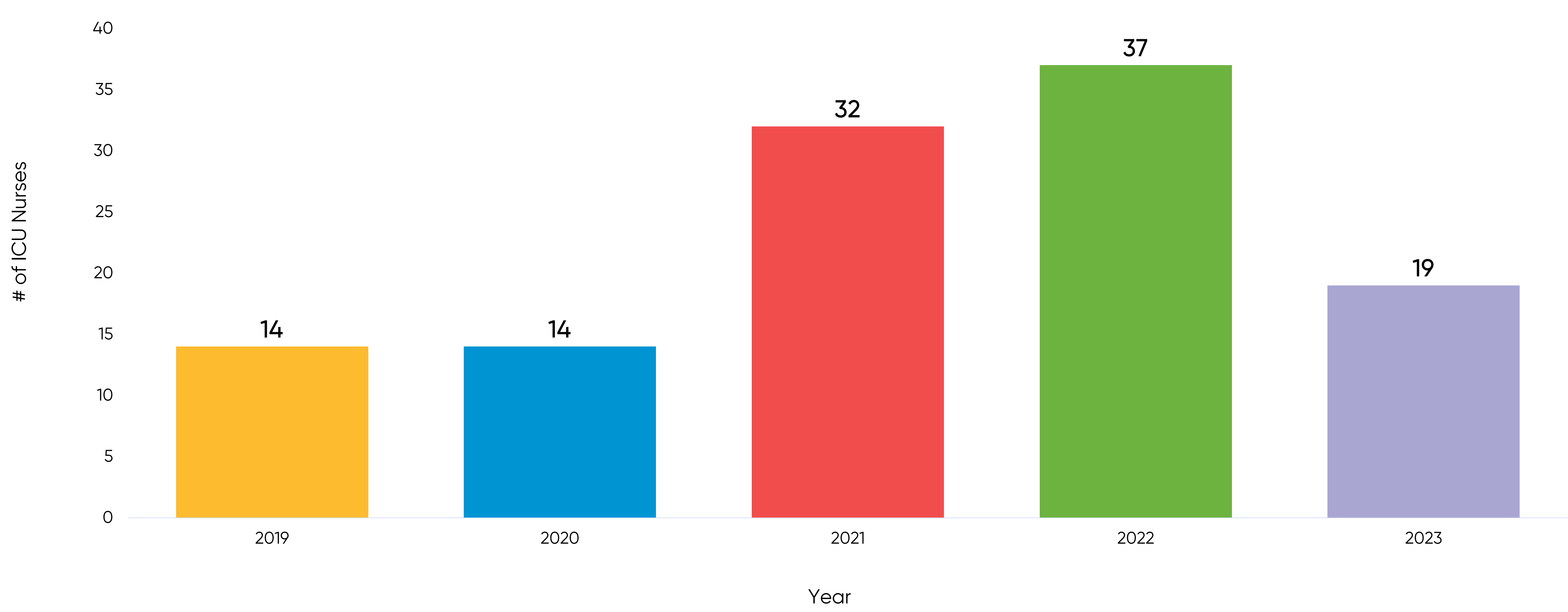


Figure 2. This figure provides an overview of the number of ICU nurses that have been certified through the collaboration between Durham College and HRH.

SUMMARY OF RESULTS

Since the elimination of nursing agency usage in 2023, the NRT has supported HRH in maintaining this long-term organizational vision of 0% agency usage reported in 2024. Through workforce planning meetings, recruitment strategies, and strategic student placements, the organization has been able to build and foster a workforce that aligns with its mission, values, and culture.

LESSONS LEARNED

Implementation of innovative workforce planning strategies has strengthened the workforce while providing safe, quality patient care.

