

Partnership in Generating Evidence: Evolution of an Innovative Nursing Employment Policy.

Andrea Baumann, RN PhD

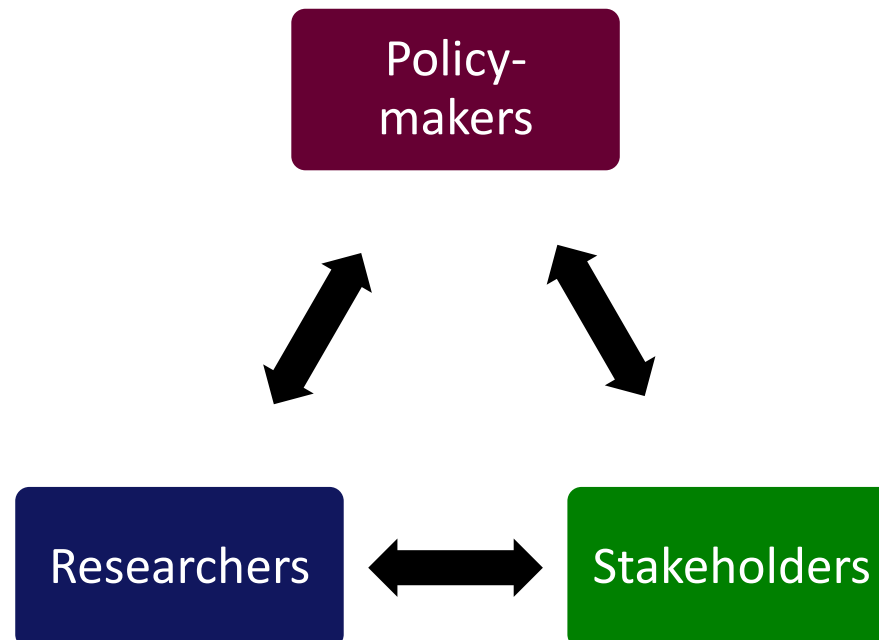
Mabel Hunsberger, RN PhD

Mary Crea-Arsenio, MSc

Dina Idriss-Wheeler, MSc., MHA

Purpose

Describe the use of evidence to develop and improve a government employment policy.



Partnership

Burkoski, V., Tepper, J., & Matthews, S. (2011). Policy to practice: Collaboration in the evolution of a Nursing Health Human Resources Policy. *Healthcare Policy, 7(2)*, 32-39.

Baumann, A., Hunsberger, M., & Crea-Arsenio, M. (2011). Workforce Integration of New Graduate Nurses: Evaluation of a Health Human Resource Employment Policy. *Healthcare Policy, 7(2)*, 47-59.

Background to Policy

Healthcare restructuring (1990s):

- Increase in the casualization of the nursing workforce
- Decreased supply of registered nurses (RNs) and registered practical nurses* (RPNs)

Provincial nursing task force (1998):

- Examine nursing services
- Identify how restructuring affected delivery of health care services
- Recommend how health system can be improved through nursing

*In Ontario, licensed practical nurses are called registered practical nurses

Provincial Nursing Task Force (1998): Who was involved?

Researchers

- Nursing Health Services Research Unit
 - McMaster University site
 - University of Toronto site

Stakeholders

- Over 75 organizations and individuals
 - Nurses
 - Employers of nurses
 - Health care consumers across Ontario

Provincial Nursing Task Force (1998): Outcome

Final Report *Good Nursing, Good Health: An Investment for the 21st Century* (1999)

- Diminishing supply of RNs and RPNs in the healthcare system
- Not enough new graduate nurses in full-time positions

Ministry of Health and Long-Term Care (MOHLTC)

- Provincial Chief Nursing Officer position (1999)
- Nursing Secretariat (2000)

Policy Development: Evidence

Nursing task force (1999)

- Stabilize the provincial nursing workforce
- Ensure an experienced workforce for the future

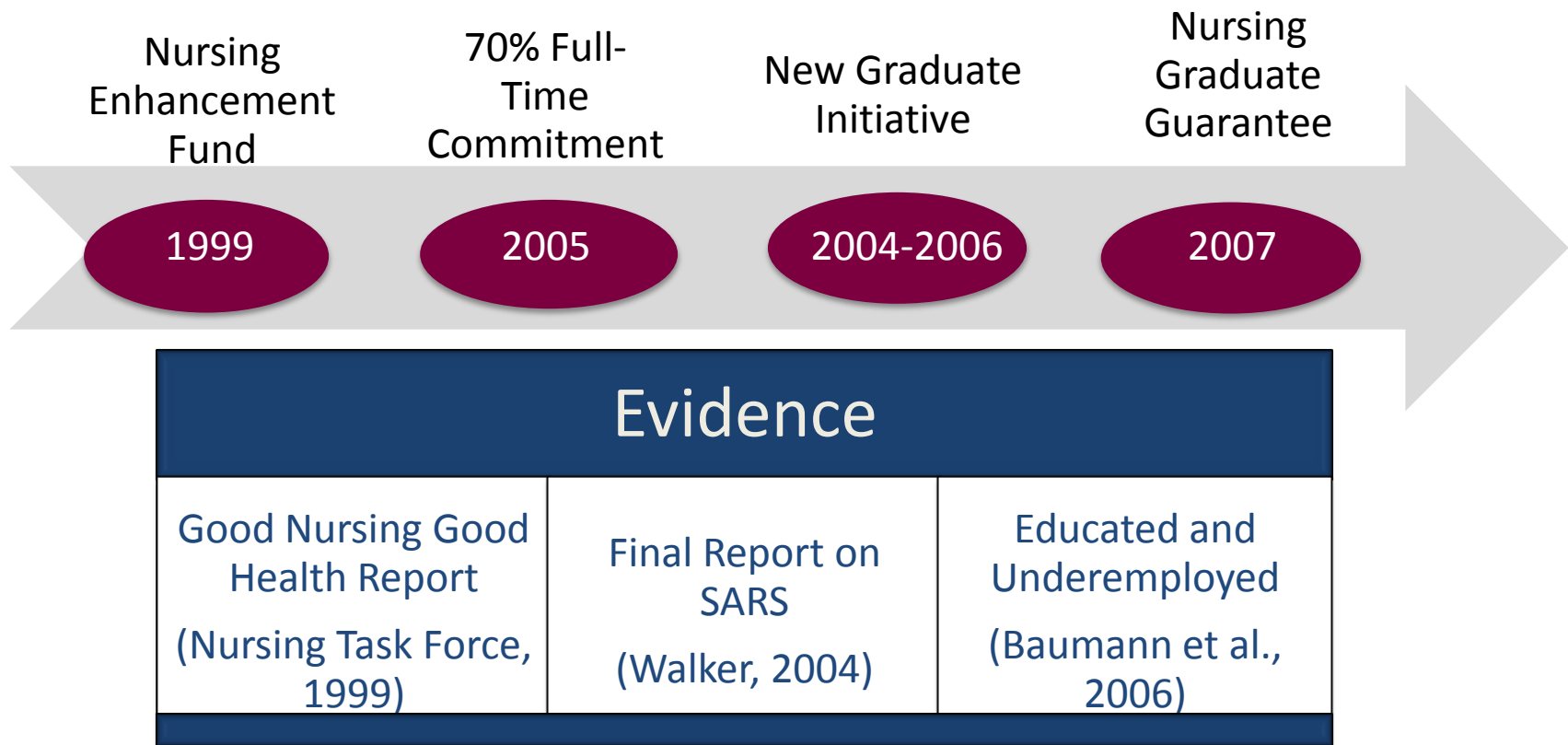
SARS outbreak (Walker, 2004)

- Lack of surge capacity
- Create sustainable employment strategies for nurses

Baumann et al. (2006)

- One-third of new graduates full-time 6 months post-graduation
- Increase full-time employment opportunities new graduates

Evidence for Policy



Nursing Graduate Guarantee (NGG)

RED
Strategies

HealthForceOntario
(HFO):
Employment Portal

Temporary
Full-time Positions
(supernumerary)

Extended Orientation
and Mentorship
Programs



GREEN
Initiative

MOHLTC
Nursing Graduate Guarantee



BLUE
Goal/Outcome

New Graduate
Full-Time Employment

NGG Steering Committee

Council of Ontario University Programs in Nursing (**COUPN**)

College of Nurses of Ontario (**CNO**)

Council of Academic Hospitals of Ontario (**CAHO**)

Nursing Health Services Research Unit (**NHSRU**), McMaster University

Nursing Students of Ontario (**NSO**)

Ontario Association of Non-Profit Homes and Services for Seniors (**OANHSS**)

Ontario Community Support Association (**OCSA**)

Ontario Home Care Association (**OHCA**)

Ontario Hospital Association (**OHA**)

Ontario Long-Term Care Association (**OLTCA**)

Ontario Ministry of Training, Colleges and Universities (**MTCU**)

Ontario Nurses' Association (**ONA**)

Provincial Heads of Nursing Programs Executive Committee (**CAATS**)

Public Health Nurse Management in Ontario (**ANDSOOHA**)

Registered Nurses' Association of Ontario (**RNAO**)

Registered Practical Nurses' Association of Ontario (**RPNAO**)

Policy Issues

Funding feasibility

- based on 6 month salary (wages +benefits)

Full-time employment parameters

- temporary supernumerary (above staff complement) position with an extended orientation and mentorship component

Impact of collective agreements

- effect on mid-career nurses

Equitable distribution

- across sectors and regions

Evaluating Policy Effectiveness

Examine facilitators and barriers to implementation.

Assess the impact of the NGG on:

- full-time employment
- workforce integration of new graduate nurses

Methodology- Mixed Methods

On-line surveys (English and French)

- New Graduate Evaluation of the NGG
- Employer NGG Participant Survey
- Employer NGG Non-Participant Survey
- Union Representative Survey

Teleconference focus groups/interviews

Secondary database analysis (College of Nurses of Ontario)

Research Activities

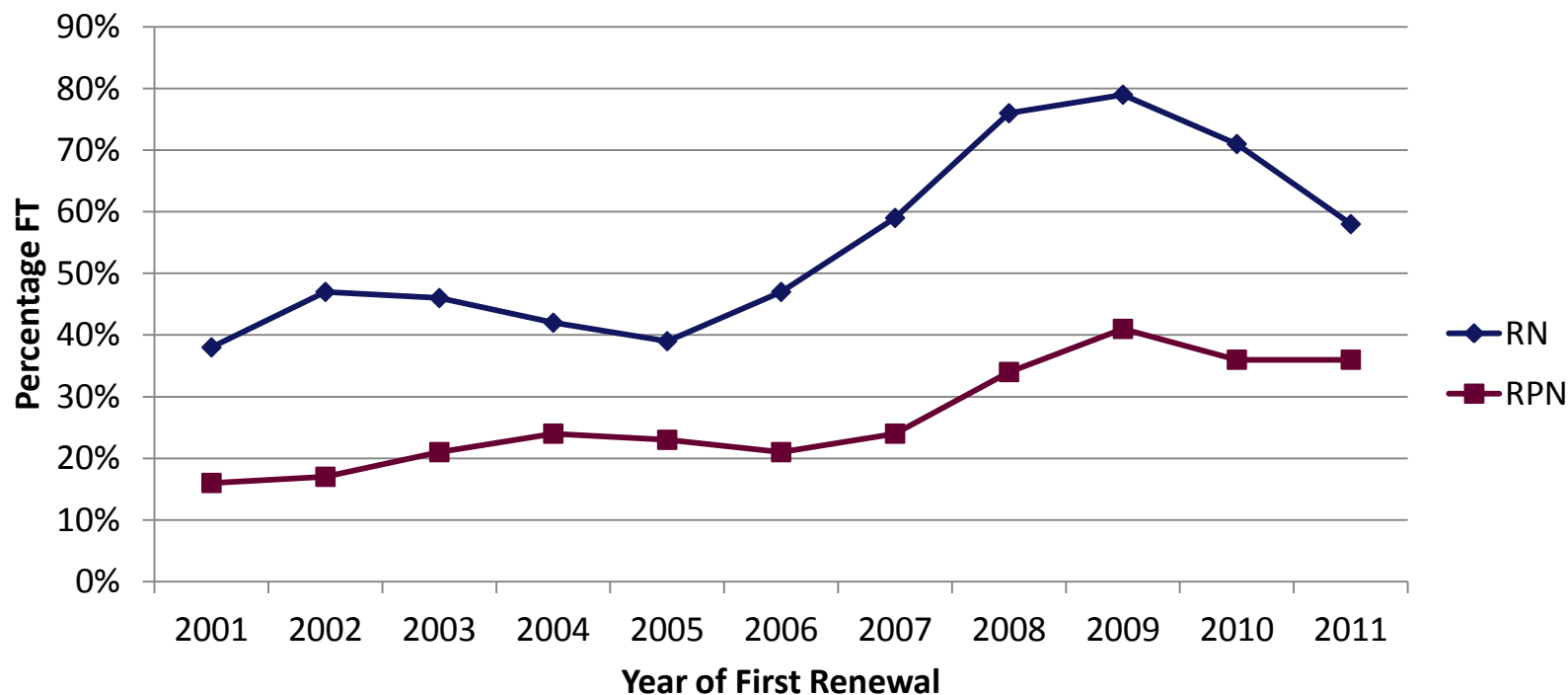
Annual tracking of new graduate employment
Comparisons to administrative data
Development of longitudinal database of new graduate employment

NGG Participants by Nurse Group 2007-2010

| Nurse Group | N (%) |
|-----------------------------------|-------------------|
| Registered Nurses | 7627 (77) |
| Registered Practical Nurse | 2277 (23) |
| Total Participants | 9904 (100) |

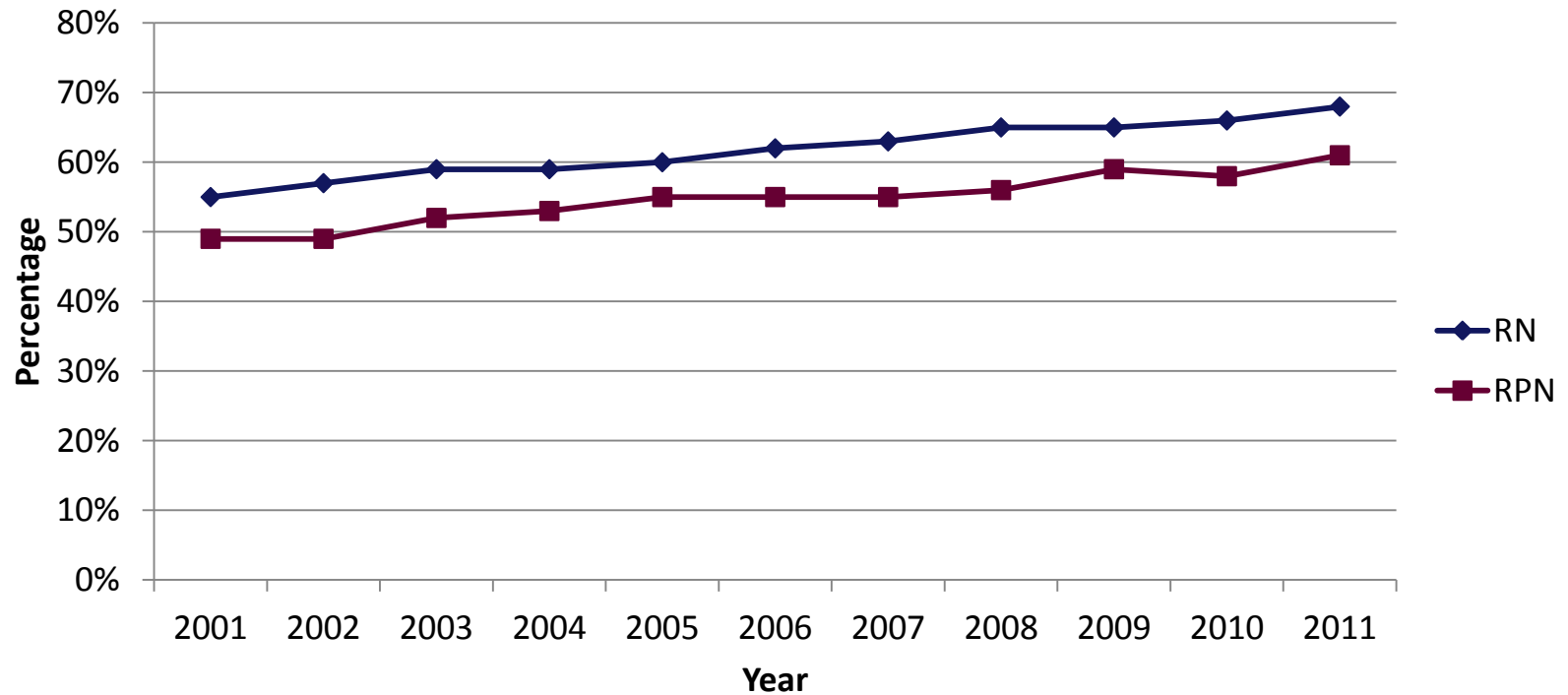
Note: All totals as of May 20, 2011.
Source: Baumann et al., 2011.

Ontario New Members Full-Time Employment 2001-2011



Source: CNO, 2011

Full-time Employment of Ontario Nurses 2001-2011



Note: Data represents members who indicated they were employed in nursing in Ontario.

Source: CNO, 2010, 2011.

Conclusions

One of the few studies that has evaluated policy longitudinally

Demonstrates that evidence can inform policy

Multi-stakeholder involvement makes information relevant

Partnership between researchers and policy-makers has led to system improvement in Ontario

Evaluation References

Baumann, Blythe, J., Cleverley, K., & Grinspun, G. (2006, May). *Health Human Resource Series Number 2. Educated and underemployed: The paradox for nursing graduands*. Hamilton, Ontario: Nursing Health Services Research Unit, McMaster University.

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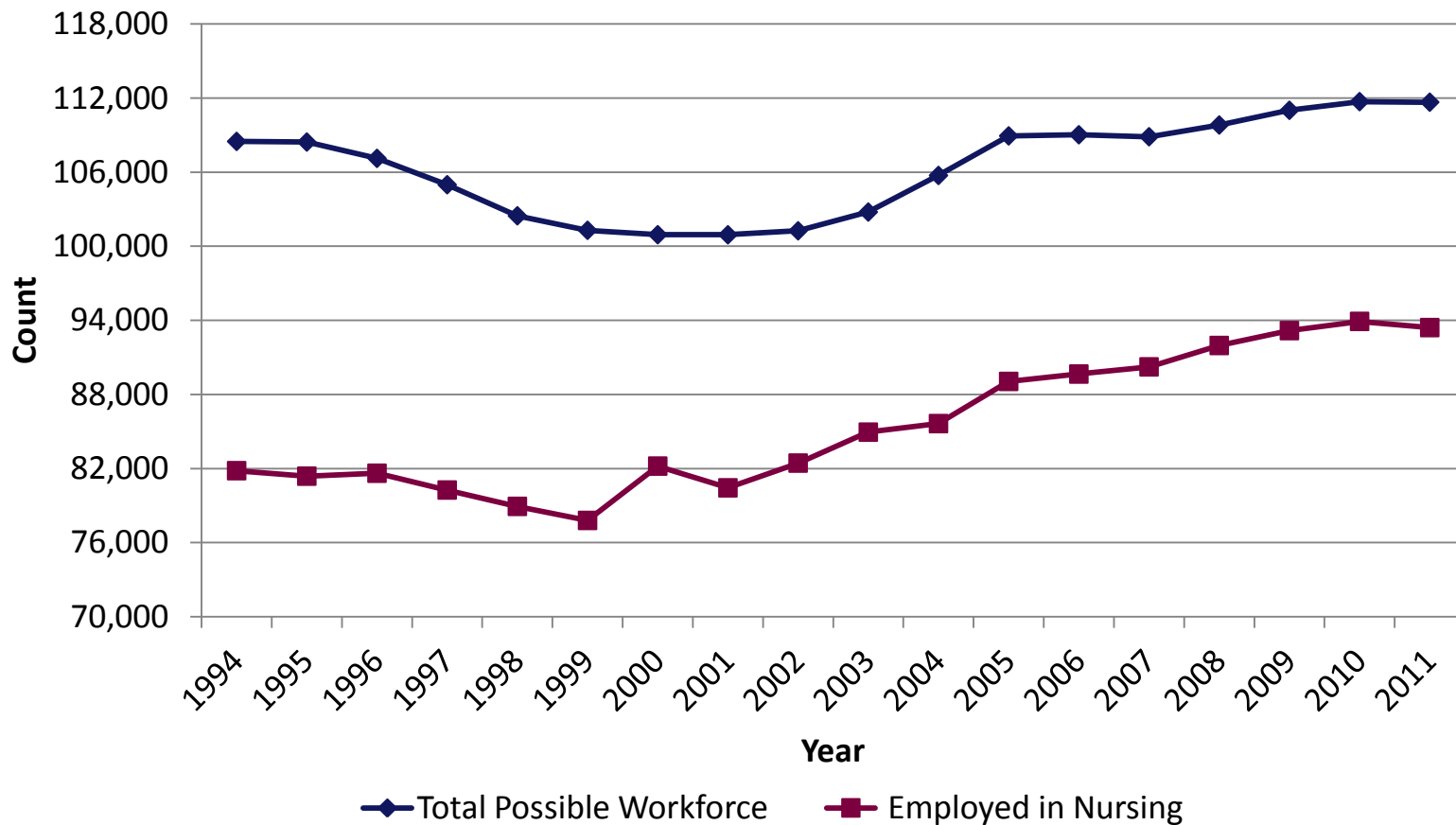
Contact Information

Andrea Baumann, RN PhD

Scientific Director
Nursing Health Services Research Unit
McMaster University

Michael DeGroote Centre for Learning
MDCL 3500
(905) 525-9140 ext. 22581
baumanna@mcmaster.ca

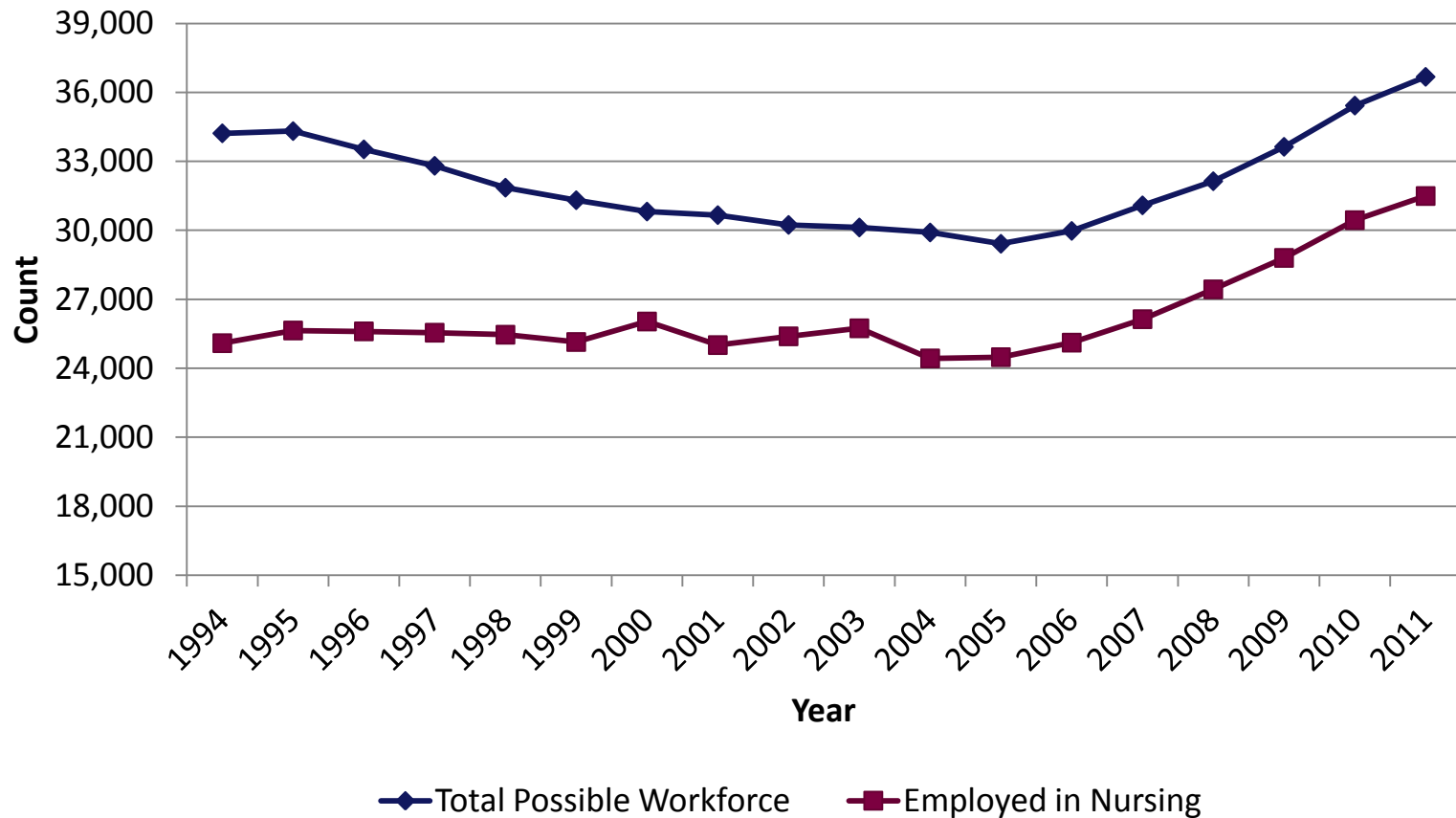
Registered Nurse (RN) Workforce



Note: Date of renewal counts reflects members who renewed at the end of the previous calendar year (e.g. 2011 data represents members who renewed at the end of 2010 for the 2011 practice year).

Source: College of Nurses of Ontario (CNO), 2010; 2011.

Registered Practical Nurse (RPN) Workforce



Note: Date of renewal counts reflects members who renewed at the end of the previous calendar year (e.g. 2011 data represents members who renewed at the end of 2010 for the 2011 practice year).

Source: CNO, 2010; 2011.