



# Mental Health Nursing Workforce Strategy 2020 – 2030

'A new narrative for nurses working in mental health within the South Australian context - now and in the future'

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# FOREWORD

## Minister's Foreword

I am pleased to release the **Mental Health Nursing Workforce Strategy 2020-2030 (the Strategy)**.

Good mental health and wellbeing is important to us all. The Government is committed to improving the delivery of mental health services across our state to support the wellbeing of our communities. Achieving an integrated and sustainable mental health system will only be possible with a skilled and agile workforce.

The Strategy supports the delivery of innovative and evidenced based mental health services across our State, as outlined in the South Australian Mental Health Strategic Plan 2017-2022 and the South Australian Mental Health Services Plan 2020-2025.

The Strategy provides a vision for the delivery of compassionate, capable and committed mental health nursing care across all areas of our community. It addresses key elements that are central to building a sustainable mental health nursing workforce; including building workforce knowledge and capacity through skilful leadership and contemporary education approaches.

South Australia's nursing workforce is well positioned to lead and provide innovative and contemporary mental health nursing care in 2020 and beyond. The Strategy is the blueprint to deliver on that vision.

I commend the Strategy to you and each mental health nurse for the quality care they deliver.

**Hon Stephen Wade MLC**  
Minister for Health and Wellbeing

# 1

## Background



Globally, there has been a growing body of evidence that shows the impact of mental illness (World Health Organisation, 2000). In South Australia over 280,000 people aged 16–85 (one in five) experience a diagnosable mental illness at any given time. Mental illness or disorders can have a significant impact on an individual’s social, emotional, psychological, physical and cognitive well-being. It affects not only their own health and well-being, education and employment, but also impacts the well-being of their carers, families and community (South Australian Mental Health Commission, 2017).

People living with a mental illness experience higher rates of cardiovascular disorders, diabetes, metabolic syndrome, hypertension, respiratory illness and obesity, compared to the general population. In South Australia mental illnesses are the third leading cause of disease burden, behind cardiovascular disease and cancer (South Australian Mental Health Commission, 2017).

In Australia there has been a significant growth in investment in recent years in mental health, with more than \$9.0 billion on mental health-related services (Australian Institute of Health and Welfare [AIHW], 2018). The provision of effective and appropriate mental health services to meet the changing and dynamic health care environment is reliant on a skilled and capable workforce.

Critical to meeting the needs of people with a mental illness is a compassionate, dedicated, skilled and capable nursing workforce, who works in partnership with consumers and their carers/families. Nurses are vital to the provision of high quality contemporary mental and physical health care that focusses on prevention, early intervention and recovery (Department of Health and Human Services, 2016; Mental Health Workforce Advisory Committee, 2011).

Internationally and nationally there is a significant workforce shortage of nurses working in mental health. This shortage impacts on the ability of health systems and mental health services to meet current and future demands. According to Australia’s Future Health Workforce – Nurses Report (Health Workforce Australia, 2014), there will be nationally an undersupply of 18,500 mental health nurses in 2030. Factors contributing to the projection included the ageing workforce, low new entrant rate and high turnover. Addressing the current and projected workforce challenges requires a flexible and adaptive approach to build the capability and capacity of our future mental health nursing workforce in South Australia.

In Australia, the National Mental Health Workforce Strategy (Mental Health Workforce Advisory Committee, 2011) guides mental health policy and practice, and the Fifth National Mental Health Plan (Department of Health, 2017) and Suicide Prevention Plan (SA Health, 2017) encompass specific actions to support the ongoing development of a national mental health workforce strategy.

The Minister for Health and Wellbeing, in recognition of the South Australian Mental Health Strategic Plan (South Australian Mental Health Commission, 2017) and the South Australian Mental Health Services Plan (South Australian Mental Health Commission, 2019), has supported the development of a Mental Health Nursing Workforce Strategy to address workforce capacity and the system’s ability to respond to the present and future needs of mental health services and the South Australian community.

# 2

## South Australian Strategic Priorities



### 2.1 South Australian Mental Health Strategic Plan 2017-2022

In recognition of the significant impact of mental health illness in South Australia, the South Australian Government has developed the South Australian Mental Health Strategic Plan 2017-2022. This Plan was released in December 2017 and sets a 20 year vision for mental health and wellbeing in South Australia, focusing on state-wide strategic directions over the next five years to build a more resilient, compassionate and connected South Australia community.

The South Australian Mental Health Strategic Plan 2017-2022 has three core strategies that are built on priorities identified by South Australians through the wide-ranging consultations undertaken to inform the development of the Plan. These three core strategies promote community education and early intervention, improved services and care, and the provision of strong leadership and governance (SA Health, 2017).

### 2.2 Mental Health Services Plan 2020-2025 (SA Health)

The SA Mental Health Services Plan for 2020-2025 is the new state-wide plan for mental health service reform and has been informed by a contemporary recovery orientated approach with a strong focus on the development of community based alternatives to inpatient care.

This new Plan will chart the future direction for SA Health state-operated and commissioned mental health and wellbeing services. The aim is to provide

high quality services, which are safe and have inbuilt protection systems to ensure the rights of people are respected and maintained.

Importantly, the Plan seeks to provide an overarching service delivery model focussing on a range of services that meet population-based needs. Local adaptation of the service delivery model can be tailored to meet the specific population needs and models of care, and it compliments and recognises the existing work already undertaken by Local Health Networks (SA Health, 2019).

### 2.3 SA Health Nursing and Midwifery Strategic Directions 2019-2022

The SA Health Nursing and Midwifery Strategic Directions, 2019-2022 recognises the key and increasingly important roles that nurses and midwives play in delivering safe, high-quality, effective and efficient health services. The Strategic Directions provide a flexible framework enabling health services to develop, implement and evaluate nursing and midwifery initiatives, and optimise governance, accountability and leadership. It shapes the development of mental health nursing workforce strategies with a future focus that is easily transferrable across the wider health care settings, and ensuring sustainable, person centred health systems for the South Australian community (SA Health Nursing & Midwifery Office, 2019).

# 3

## South Australian Mental Health Nursing Workforce



At the core of achieving the South Australian Mental Health Strategic Plan 2017-22 and the Mental Health Services Plan 2020-2025 lies a sustainable, appropriate, skilled, dedicated mental health workforce, of which nursing is the largest occupational group. Unique to South Australia, registered nurses working in public sector mental health services are required to be enrolled or undertaking post graduate qualification in mental health nursing.

In Australia, there are more than 21,500 mental health nurses, with the full-time equivalent ratios to population recorded as 85.1 FTE mental health nurses per 100,000 population (AIHW, 2018). In 2016, approximately 1 in 15 nurses employed in Australia were working in mental health, the majority (85.5%) were registered nurses. The average age of mental health nurses is 47 years, with 61% aged 45 and above and 30% aged 55 years and older (AIHW, 2018).

In South Australia, 1,643 nurses (registered and enrolled) work across mental health services with the majority (81%) working in the public sector. This cohort are predominantly registered nurses (85.5%), with an average age of 51 years, and a median age of 53.1 years, significantly higher than the national and state average of 45.4 years (AIHW, 2018).

Central to building a sustainable mental health nursing workforce is the development of attraction, recruitment and retention strategies that seek to address current and future shortfalls. These strategies must recognise intergenerational workforce needs, target early career exposure to mental health and develop workforce capabilities and pathways. Leadership and education models that support changes to the delivery of mental health services e.g. the increase in clinical complexity, specialisation and subspecialisation whilst meeting the changing needs of the community will remain a priority (Department of Health and Human Services, 2016; Mental Health Workforce Advisory Committee, 2011; NSW Ministry of Health, 2018; SA Health, 2017).

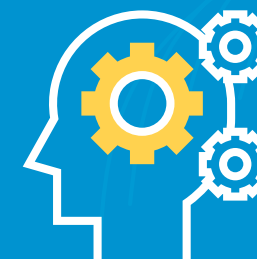
# 4

## Development of a mental health nursing workforce strategy within the South Australian context

Development of the Mental Health Nursing Workforce Strategy started with defining aspirations and shared values. The aim was to inspire and provide a strategic framework that articulates a vision to meet the current and future needs of the South Australian community.

Central to the strategy are the South Australian mental health nurses whose primary role includes early intervention, referral, treatment and the provision of person centred care and support across the life span to consumers, carers and families.

The mental health nursing workforce includes mental health nurses, nurse practitioners, general registered nurses, enrolled nurses and assistants in nursing. Care is delivered across a range of public health settings and locations including acute, community health, correctional facilities, metropolitan, regional and remote areas of South Australia.



## **VISION**

**Mental health nurses will be compassionate, caring, confident, capable and committed, with a genuine empathic and recovery orientated approach to health care.**

## **AIM**

**To grow, develop, support and enable a sustainable, agile, diverse and high performing mental health nursing workforce that is able to deliver a high standard of recovery-focused, person centred care which is equitable and accessible to all South Australians.**



# METHODOLOGY

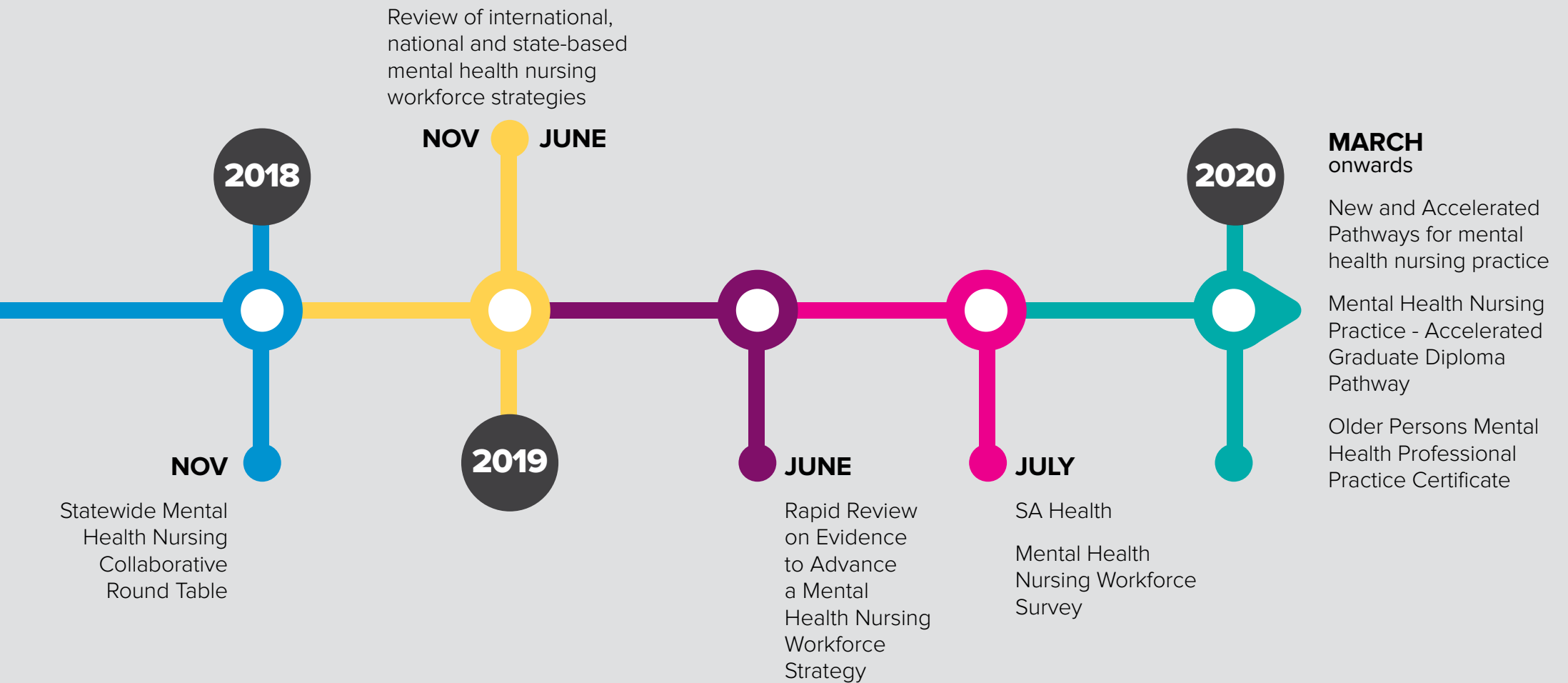


The Mental Health Nursing Workforce Strategy has been led by the Nursing and Midwifery Office (NMO), in collaboration with state and national stakeholders, including the Office of the Chief Psychiatrist, Executive Directors of Nursing/Midwifery (EDON/Ms), Workforce Directors, Co-Directors and Directors of Nursing (Mental Health), the University of South Australia, Flinders University, the private sector, Clinical Placement Team SA Health, the Chief Nurse and Midwifery Officers and Mental Health Nursing Leads from each of the jurisdictions and the Commonwealth Chief Nurse and Midwifery Officer.

The strategy's co-design is underpinned by contemporary evidence and incorporates best practice principles to address current and future workforce issues and to forecast population, system and practice needs for nurses working in mental health in South Australia. It is well recognised that the challenges in mental health nursing are longstanding and complex, requiring a multifaceted approach to inform the development of nursing workforce strategies and to support professional development. This approach must be underpinned by strong leadership that promotes a healthy workforce culture whilst enhancing education pathways inclusive of clinical and peer support. A key priority will be to reduce the stigma and discrimination surrounding mental illness faced by consumers and those who work in mental health services. In addition, the strategy will facilitate opportunities to develop lifelong learning pathways which include the up-skilling of mental health and non-mental health trained and educated nurses.

Led by the Chief Nurse and Midwifery Officer, the SA Mental Health Nursing Strategic Working Group was established and has provided the governance to enable the development of the Mental Health Nursing Workforce Strategy. The Strategy has been developed in the following stages:

- > State-wide Mental Health Nursing Collaborative Round Table
- > Review of the international, national and state-based mental health workforce strategies
- > Rapid Review of the Evidence to Advance a Mental Health Workforce Strategy by University of South Australia (Procter, Ferguson and Eaton, 2019)
- > Exploration of education pathways for mental health practice
- > Mental Health Nursing Workforce Survey (SA Health)



# 5

## Mental Health Nursing Workforce Strategy

### Key Elements



The outcomes of the activities undertaken in each of the stages led to the identification of five key elements: Leadership, Models of Care, Workforce, Education and Support Structures. These five key elements were integral to achieving the strategy's vision. The following tables summarise the themes of the key elements:



**Leadership**



**Models of Care**



**Workforce**



**Education**



**Support Structures**

# Key Elements Leadership



## State-wide Mental Health Nursing Collaborative Round Table

- > Leaders at all levels
- > Clinical and Professional Leadership – voice influencing policy and practice
- > Clear behaviour, roles and responsibilities
- > Strong clinical governance frameworks
- > Leadership, management, mentorship and coaching
- > Positive work environments that support learning and quality improvements
- > Align work for Deliberately Developmental Organisations to support healthy work culture (McKellar & Hanson, 2019)
- > Celebration of achievements, innovations, research and positive news stories
- > Raise profile of mental health nursing – showcase exemplar practice and models
- > Reduce stigma of mental illness, mental health
- > Partner with consumers
- > Embrace change

## Review of International, National and State Mental Health Nursing Workforce Strategies

- > Development of clinical and professional leadership development programs
  - > Magnet® - Shared Governance
  - > Take the Lead (NSW Health, 2014)
  - > Leading Clinicians Program (SA Health, 2019)
  - > Transform Inspire Engage Redesign (TIER) Leadership (SA Health, 2018)
- > Enhance workplace culture and work environments with adoption of best practice models such as:
  - > Productive Wards® Series - Mental Health (NSW Health, 2017)
  - > Safe Wards® (Department of Health and Human Services, 2017)
- > Early career exposure to mental health settings
- > Improve mental health literacy and skills

## Rapid Review on Evidence to Advance a Mental Health Nursing Workforce Strategy

- > Leadership and the development of a compassionate and caring workforce
- > Reduce uncertainty and stigma surrounding mental health, mental health nursing and people with a mental illness
- > Clinical and professional leadership
- > Positive recruitment and selection processes
- > Focussed supported exposure to mental health nursing starting at undergraduate level

## SA Health Mental Health Nursing Workforce Survey

- > Culture of the workplace, nurses feeling valued and connected

#### State-wide Mental Health Nursing Collaborative Round Table

- > Recovery orientated
- > Evidence based continuity of care
- > Trauma informed care
- > Support research and innovation
- > Highly skilled in mental health and general health to meet population and practice changes

#### Review of International, National and State Mental Health Nursing Workforce Strategies

- > Research and innovation to improve practice

#### Rapid Review on Evidence to Advance a Mental Health Nursing Workforce Strategy

- > Core tenet being individualised person centred

#### SA Health Mental Health Nursing Workforce Survey

- > Evidence-based education including Trauma Informed Care and Suicide Prevention available to all nurses working across SA Health
- > Quality of care is integral

## Key Elements Models of Care



# Key Elements Workforce



## State-wide Mental Health Nursing Collaborative Round Table

- > Invest in 'grow your own' workforce strategies to meet SA context, including rural/remote, acute, community and sub-specialty
- > Workforce supply line – increase Transition to Professional Practice Program (TPPP), undergraduate exposure and introduce rotation program
- > Workforce planning, recruitment selection and on-boarding especially Aboriginal and Torres Strait Islander nurses
- > Best practice rostering, shift configuration and human resource management
- > Building capacity and capability of current and future workforce
- > Create new career pathways to support models of care and new service models
- > Create and enhance transition to practice pathways for acute, sub-specialties and community
- > An emphasis on skill development to support a capable and competent workforce

## Review of International, National and State Mental Health Nursing Workforce Strategies

- > Creation of new supported pathways in nursing:
  - > Cadetship model Aboriginal and Torres Strait Islander nurses to enter workforce (SA Health, 2017)
  - > Enrolled Nurse Graduate Pathway
  - > Graduate (TPPP) Pathway
  - > Graduate Certificate and Diploma Pathways: Youth, Forensic and Perinatal
  - > Specialty transition pathways generalist in mental health practice qualifications (NSW Health, 2018; WA Health, 2017)
  - > Transition pathways from acute to community mental health nursing practice
- > Speciality rotation programs for RN and EN
- > Individual guidance to increase attention to current skills and knowledge, as well as areas for professional development such as training needs and possible career routes
- > Capabilities, applying knowledge, skills and decision-making attributes
- > Positive career interest and choice

## Rapid Review on Evidence to Advance a Mental Health Nursing Workforce Strategy

- > Attributes: compassionate and caring
- > Ability and capacity to interact and engage across the life span from children, adolescents, adults and older adults
- > Promote mental health nursing as a career pathway across a range of settings and mediums. Where possible, combine service collaboration and industry support with university education
- > Promote mental health as a progressive and positive career

## SA Health Mental Health Nursing Workforce Survey

- > Increase career progression opportunities to positively influence the value that nurses feel is placed on them
- > Rostering practices need to achieve work/life balance

#### State-wide Mental Health Nursing Collaborative Round Table

- > Create new and flexible education pathways to support the acquisition of foundational skills and knowledge
- > Education escalation pathways
- > Supported Clinical Placements
- > Education and training programs to meet scope of practice – community, acute, forensic, child and adolescent maternity, older person
- > Lifelong learning - ongoing Professional Development

#### Review of International, National and State Mental Health Nursing Workforce Strategies

- > Development of enhanced and targeted education and training programs with advanced education and facilitation resources such as Health Education and Training (HETI) GROW (NSW Health, 2018)
- > Professional Development for general settings

#### Rapid Review on Evidence to Advance a Mental Health Nursing Workforce Strategy

- > Ensure that education and up-skilling of student and qualified nurses – including non-mental health nurses – is aligned with clear learning objectives, relevant theory and practice
- > Enhanced mental health literacy skills and knowledge
- > Ongoing Professional Development targeting mental health knowledge
- > Education (formal and informal), studies and training in the field of mental health practice
- > Education and skills development to better understand the role
- > Education and skills development supported by facilitation

#### SA Health Mental Health Nursing Workforce Survey

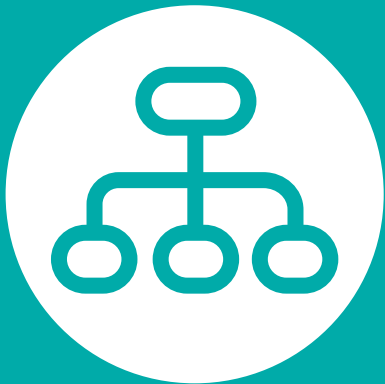
- > The education of nurses; supporting further professional development opportunities
- > Knowledgeable enabling the provision of safe person centred quality care
- > Access to a range of targeted mental health professional development opportunities
- > Need more access to mandatory training to up-skill mental health and non-mental health nurses

## Key Elements Education



## Key Elements

# Support Structures



### State-wide Mental Health Nursing Collaborative Round Table

- > Clinical mentorship
- > Facilitation
- > Mentorship and coaching

### Review of International, National and State Mental Health Nursing Workforce Strategies

- > Preceptorship and buddy-system models that provide short to medium and longer term supervision and support to enable personal and professional development and growth
- > Peer support, coaching and assistance learning of new graduates

### Rapid Review on Evidence to Advance a Mental Health Nursing Workforce Strategy

- > Mentorship (six months), practice-based preceptorship and support for both student and qualified mental health nurses
- > Primary goals: supportive clinical guidance, facilitation and coaching, as well as assisted learning and peer support of new graduates

### SA Health Mental Health Nursing Workforce Survey

- > Clinical supervision, mentoring and coaching will support the current and future workforce



The Mental Health Nursing Workforce Strategy is underpinned by the philosophy that everyone matters – every minute, every shift, every day, nurses make a difference. A compassionate, caring, confident, capable and committed mental health nursing workforce, who are empathic and are recovery orientated, is the new narrative for mental health nursing in South Australia.

Side-by-side is central to the model encompassing two core themes that when combined construct a narrative towards excellence in clinical and organisational effectiveness:

- > As nurses we are side-by-side with consumers and their loved ones; providing supportive nurturance and facilitating strength based recovery with dignity.
- > As nurse leaders we are working side-by-side with new and existing staff to support professional development and promote career progression, whilst simultaneously delivering evidence based person centred care.

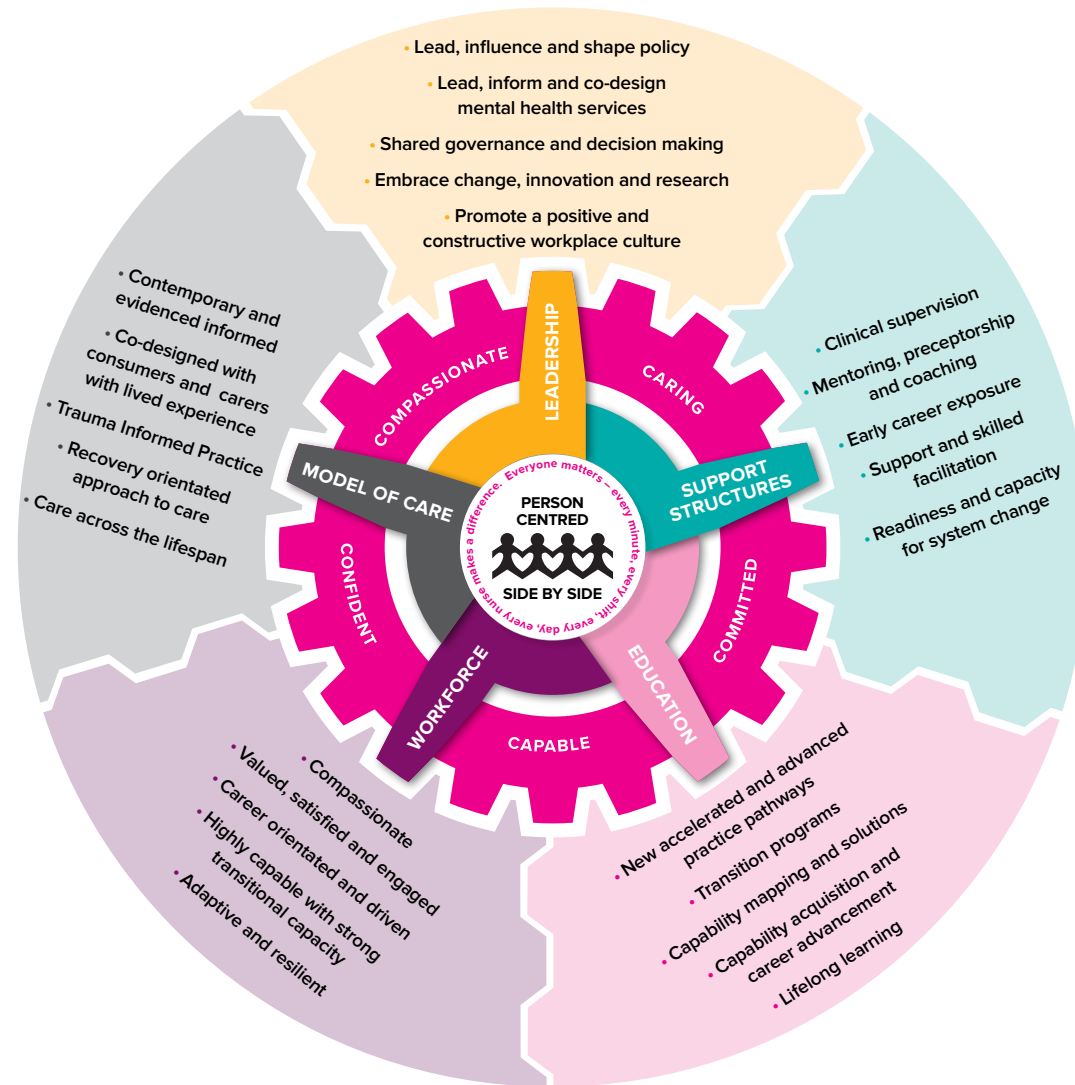
# 6

## Creating a New Narrative for Nurses in Mental Health within the South Australian Context



# 7

## Mental Health Nursing Workforce Model



Design and construction of the Mental Health Nursing Workforce Model encapsulates the five key elements of leadership, models of care, workforce, education and support structures. These levers and accompanying strategies and enablers are the keys to nurturing a compassionate, confident, capable, committed and caring workforce. A mental health nursing workforce that is flexible, responsive and able to work with people across the lifespan, and in a variety of mental health settings.

# 8

## Mental Health Nursing Workforce Strategy

### Objectives



The Mental Health Nursing Workforce Model, within its five key elements has informed the development of the following objectives:

- OBJECTIVE 1** Foster leadership and management skills to support an agile and contemporary mental health nursing workforce
- OBJECTIVE 2** Enable the delivery of contemporary and evidenced informed care, that is co-designed with consumers and carers with lived experience
- OBJECTIVE 3** Develop a skilled and contemporary sustainable mental health nursing workforce
- OBJECTIVE 4** Build a capable and knowledgeable mental health workforce through adaptive education pathways
- OBJECTIVE 5** Design sustainable support structures that facilitate a readiness and capacity for system change through effective mentoring and coaching

**Objective 1: Foster leadership and management skills to support an agile and contemporary mental health nursing workforce**

Strategies		Enablers	
1.1	Build leadership capability across mental health nursing to lead, influence and shape policy	1.1.1	Support senior mental health nurses to access a range of leadership and management development opportunities: <ul style="list-style-type: none"> <li>• South Australian Leadership Academy</li> <li>• Department and Health Wellbeing Leadership Development Programs</li> <li>• Local Health Network (LHN) Leadership Development Programs</li> <li>• International, national and state leadership conferences and workshops</li> </ul>
		1.1.2	Promote and increase the participation of mental health nurses in the political process and health policy, through a range of opportunities: <ul style="list-style-type: none"> <li>• SA Health mental health networks and forums</li> <li>• Department for Health and Wellbeing policy programs and forums</li> <li>• Participation in national and state-wide mental health consultation forums</li> <li>• Participation in Office of Chief Psychiatrist mental health leadership forums</li> </ul>
1.2	Improve mental health nursing engagement in leadership programs	1.2.1	Increase the number of mental health nurses engaged in management, leadership and talent development programs
		1.2.2	Increase participation of mental health nurse unit managers in the SA Health Transform Inspire Engage Redesign (TIER) program and Leading Clinicians Program
1.3	Recognise and celebrate peers, leadership and the public	1.3.1	Establish a state-wide mental health showcase of initiatives, projects and services
1.4	Adopt a shared-governance model that places staff at the centre of the decision-making process	1.4.1	Promote mental health nurses to have a facilitated leadership role
		1.4.2	Empower mental health nurses to advocate and be the voice to ensure the delivery of high quality person centred care
1.5	Accept challenges to find new, agile ways to engage, formulate and drive innovation and change	1.5.1	Support and promote applied mental health nursing research and innovative practice
		1.5.2	Provision of funding and scholarships to encourage innovative practice and translation ship research such as: <ul style="list-style-type: none"> <li>• SA Health NMO Study Assistance</li> <li>• SA Health Premier’s Scholarship</li> <li>• Joanna Briggs Institute (JBI) Clinical Fellowship Program</li> <li>• Clinical Quality Improvement Programs</li> </ul>
1.6	Promote positive organisational culture and staff engagement to support positive mental health and healthy working environments	1.6.1	Support evidence-based organisational and professional practice models that are designed to achieve healthy workplace cultures, increased staff satisfaction, retention and commitment to the delivery of high quality care
		1.6.2	Align the work of Deliberately Developmental Organisations, Safe Wards® and Productive Wards® Series - Mental Health to support healthy work culture
		1.6.3	Align the work of SA Health Aboriginal Health and LHNs to ensure effective and culturally safe environment

**Objective 2:** Enable the delivery of contemporary and evidenced informed care, that is co-designed with consumers and carers with lived experience

Strategies		Enablers	
2.1	Adopt innovative practices and approaches to meet the needs of the community	2.1.1	Support training in the delivery of recovery-orientated and trauma informed care for all mental health nursing workforce
2.2	Develop collaborative and co-designed models of care in partnership with consumers and carers with lived experience to meet the future health and population needs	2.2.1	Enable nurse practitioners, registered nurses and enrolled nurses work to their full-scope of practice
		2.2.2	Explore opportunities to advance scope of practice for nurse practitioners, registered nurses and enrolled nurses
		2.2.3	Support recovery oriented mental health practice that acknowledges that each individual is an expert on their own life
		2.2.4	Commit to person centred care through the establishment of partnerships that recognises individuals and their carers, as well as their values and goals
		2.2.5	Recognise the importance of developing and sharing relevant information to ensure clear communication across the care continuum
2.3	Develop collaborative partnerships that support nurses working within mental health teams to operate effectively as a unit and in partnership in delivering stepped and integrated care	2.3.1	Develop resources to support successful mental health co-design process
		2.3.2	Implement co-design approaches and use consumer, carer and staff feedback mechanisms to understand stakeholder perspectives in planning and service delivery
		2.3.3	Develop collaboration and partnership skills training to assist the mental health nursing workforce in partnering with disability, social care, aged care services and other workforces
2.4	Adopt a lifespan approach to mental health and mental illness	2.4.1	Increase awareness and knowledge to ensure recognition that mental health promotion is integral across the lifespan, regardless of individual's current health status.
2.5	Adopt evidence-based suicide and self-harm mitigation and prevention programs	2.5.1	Promote awareness and importance of 'Connecting with People' suicide prevention program to ensure standardisation and risk mitigation

**Objective 3:** Develop a skilled and contemporary sustainable mental health nursing workforce

Strategies		Enablers	
3.1	Improve recruitment and retention of nurses to work in mental health by promoting mental health nursing as a career of choice with a core set of values across a range of settings and mediums	3.1.1	Scope development of a Mental Health Nursing Attraction Campaign to promote mental health as a specialty of choice working in collaboration with Office of Chief Psychiatrist, Nursing and Mental Health Nursing Leads, Aboriginal Health and professional bodies that includes a focus on values-based recruitment
		3.1.2	Engage with Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) to develop Indigenous student pathways into nursing and midwifery, starting from secondary schooling
		3.1.3	Engage with university and Registered Training Organisation (RTO) education providers to promote mental health nursing to students for early career nurses and opportunities and mental health nursing pathways
		3.1.4	Work with the culturally and linguistically diverse (CALD) sector and mental health services to promote mental health nursing career opportunities to meet the changing demographics of mental health populations.
3.2	Reduce stigma of mental illness and mental health nursing	3.2.1	Broaden opportunities for nurses (pre-registration, new graduates, general health and mental health nurses) for clinical rotation to include mental health settings to promote mental health nursing practice
3.3	Build capacity of mental health nursing workforce	3.3.1	Support state-wide, national and international recruitment campaigns to attract mental health nurses in South Australia across inpatient, community and specialist mental health settings to meet the increasing complexities
		3.3.2	Establish values based selection and recruitment processes to ensure 'right' fit within the team or context with a core set of values around care and compassion
		3.3.3	Up-skill non-mental health nurses working in the resource bank or relieving pools with the foundational skills and knowledge in mental health practice
3.4	Rural and remote recruitment nursing workforce to better serve people in rural, regional and remote areas	3.4.1	Promote regional, rural and remote recruitment mechanisms to engage people in mental health nursing career pathways working in country South Australia
3.5	Strengthen linkages within and between rural and metropolitan services and professionals to facilitate opportunities for secondment, professional development and service collaboration	3.5.1	Consider opportunities and formalise arrangements supporting service collaboration and professional development opportunities between metro and rural services.
		3.5.2	Utilise telehealth and other modalities to increase service collaboration, provide support to rural areas and build subspecialty capacity
		3.5.3	Investigate expanding programs such as TPPP etc rural rotations, to include a range of mental health settings

3.6	Build a compassionate, sustainable and resilient mental health nursing workforce to meet the needs of the community	3.6.1	Commit to the ethos of a compassionate mental health nursing workforce through the adoption of creative programs that develop the individual practitioner's empathy and emotional intelligence
		3.6.2	Review mental health nursing workforce planning to ensure alignment with the SA Health Mental Health Service Plan
		3.6.3	Promote organisational practices to support resilience to ensure recovery, recuperation and well-being of the mental health nursing workforce
3.7	Recognise and celebrate accomplishments	3.7.1	Encourage recognition and reward for accomplishments and successes within mental health nursing practice and models of care, such as: <ul style="list-style-type: none"> <li>• SA Health Awards</li> <li>• SA Nursing and Midwifery Excellence Awards</li> <li>• LHN Awards</li> </ul>
3.8	Integrate succession planning to provide strategic leadership continuity, operational effectiveness and improved quality of care	3.8.1	Invest in developing the 'talent' management and development process to attract, recruit and retain talent to the mental health system
		3.8.2	Ensure that Performance Review and Development (PR&D) processes support the development of mental health nursing workforce by identifying goals and developing action plans
		3.8.3	Support professional development opportunities to build individual capabilities and skills
		3.8.4	Offer skills, knowledge and expertise translation opportunities to grow individual's aspirations to excel within the sphere of mental health settings
3.9	Build workforce agility, capability and capacity and ensure skills to transition to new service requirements (identifies workforce numbers, skills and capabilities to match health needs of the future population)	3.9.1	Improve consistency and coverage in mental health nursing workforce data collection

**Objective 4:** Build a capable and knowledgeable mental health workforce through adaptive education pathways

Strategies		Enablers	
4.1	Build the capabilities of the mental health nursing workforce through new and flexible education pathways	4.1.1	Engage with tertiary sector to assess ability to increase the number of post graduate intakes and system's capacity to offer clinical placements aligned to increase in graduates
		4.1.2	Work in partnership with the tertiary sectors and registered training organisations to inform, design and build the flexible and contemporary education pathways for the future
		4.1.3	Develop and adapt new, flexible and enabling education pathways that allow nurses to acquire foundational and lasting skills and knowledge. In turn, these education paths will support professional practice in the mental health setting to meet the changing population needs: <ul style="list-style-type: none"> <li>• Mental Health Nursing Practice - Accelerated Graduate Pathway</li> <li>• Older People's Mental Health Professional Certificate</li> <li>• Comprehensive Care of the Older Person Professional Certificate</li> <li>• Adolescent Mental Health Professional Certificate</li> <li>• Forensic Mental Health Professional Certificate</li> <li>• Flinders University Mental Health Practice Pathways</li> </ul>
		4.1.4	Provide targeted education and training program in relation to responding to people experiencing mental distress to improve the ability of the health workforce to respond skilfully and compassionately within a contemporary and evidence-informed framework
4.2	Develop and implement coordinated mental health education program for nurses working in mental health services	4.2.1	Align education programs to the SA Health State-wide mental health education framework
		4.2.2	Scope the development of a Mental Health Training Program that delivers capability based training
		4.2.3	Conduct a training needs analysis for mental health nursing
		4.2.4	Ensure SA Health State-wide mental health education framework is accessible, updated and that the content is expanded to meet the changing population and service needs
		4.2.5	Ensure the availability and accessibility of education and clinical resources to support trauma-informed practice
		4.2.6	Promote the training of nurses in trauma-informed care across mental health services
		4.2.7	Enable TPPP rotation program which supports a mental health and general nursing exchange and provides opportunities to showcase/introduce/ mental health nursing as a career pathway
		4.2.8	Invest and refine existing mental health education programs for registered and enrolled nurses



4.3	Develop and support a skilled mental health nursing workforce in line with forecast health service demand and delivery	4.3.1	Implement a professional development pathway for mental health nursing including subspecialties to support life-long learning
		4.3.2	Promote targeted mental health nursing practice study assistance and scholarship: <ul style="list-style-type: none"> <li>• SA Health Study Assistance Program and Premier’s Scholarship</li> <li>• Australian College of Mental Health Nurses</li> <li>• Australian College of Nursing</li> </ul>
		4.3.3	Promote and support nurses to acquire knowledge and skills to fulfil advanced practice and nurse practitioner roles in mental health
4.4	Develop and support a skilled Aboriginal and Torres Strait Islander mental health nursing workforce	4.4.1	Explore flexible cadetship pathways that support and enable progressive career transition from assistants in nursing, to enrolled and/or registered nurse working in mental health (for example Mental Health Transition Program WA Health)
		4.4.2	Promote clinical placements for Aboriginal and Torres Strait Islander nurses in a variety of mental health settings including subspecialty streams (child and youth, perinatal and older persons’ settings)
4.5	Build capabilities of the mental health nursing workforce to adopt research, innovations and technology	4.5.1	Engage with mental health clinicians and researchers to drive the research, innovation and translation of evidence into practice
		4.5.2	Promote training and professional development to facilitate the adoption of technology to enhance health care delivery
4.6	Improve mental health literacy, skills and knowledge in the general nurse population to increase capabilities and confidence in caring for people with mental health illness	4.6.1	Support education program for general nurses (registered and enrolled nurses) to acquire greater insight into caring for people with mental illness, such as Mental Health First Aid Program and Paediatric Mental Health Emergency Training and Foundation Mental Health Programs

**Objective 5:** Design sustainable support structures that facilitate a readiness and capacity for system change through effective mentoring and coaching

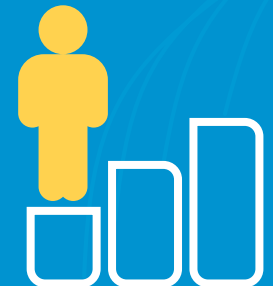
Strategies		Enablers	
5.1	Establish and formalise facilitation models to support transition of new entrants into mental health practice settings including subspecialties	5.1.1	Explore and develop facilitation models to ensure a structured and supportive learning environment that enables transition and reflective practice within the mental health settings
		5.1.2	Support transition to practice with establishment of 'buddy' system as part of the rostering, induction and orientation practice
		5.1.3	Explore web based learning packages that support self-directed learning and reflect practice opportunities such as NHS Scotland 'Flying Start' program (NHS Education for Scotland, 2005)
5.2	Establish and formalise peer support programs that enable professional development, skill and knowledge acquisition, as well as, individual well-being	5.2.1	Formalise and standardise clinical supervision model to support all mental health nurses working across mental health practice settings including subspecialties such as Clinical Supervision for Mental Health Nurses, A framework for Victoria, (Department of Health and Human Services, 2018)
		5.2.2	Grow mentorship and preceptorship programs to promote validation and peer support for mental health nurses with feedback, sharing and understanding to ensure a consistent approach to maintain standards of care thus optimising consumer care
5.3	Stimulate a culture of learning and development within the organisation	5.3.1	Establish clinical coach roles to provide point of care educational interventions to achieve clinical skill and practice development for nurses and midwives
		5.3.2	Support staff development models that enable specific point of care accountabilities commencing at induction so that evidence-based clinical development and mandatory training requirements are met and safe and competent practice are maintained
		5.3.3	Ensure resources and training are available that develop workforce capability to deliver therapeutic interventions, including for consumers with complex needs such as people with Intellectual Disability Mental Health, Borderline Personality Disorder and Eating Disorders
5.4	Provide supportive learning environments and opportunities to support and enable positive early career exposure	5.4.1	Engage with education providers to establish valuable clinical placement opportunities for nursing and midwifery students within mental health settings
		5.4.2	Establish collaborative programs that support positive clinical facilitation between SA Health, LHNs and education providers which enhance student placement experience and cultural environment
		5.4.3	Lead cultural reform to ensure that new entrants into mental health practice (i.e. early career nurses, TPPP entrants) are working in a positive nurturing and supportive environment that is conducive to lifelong learning and professional growth
5.5	Ensure readiness and capacity for system change	5.5.1	Educate, train, support, and encourage nurses to lead and manage the future focus of a changing mental health service delivery model and consumer expectations
		5.5.2	Grow the leadership capacity of nurses at all levels to ensure nurses take the lead in developing and adopting innovative, consumer centric care models
		5.5.3	Adopt environmental readiness tools to ensure the practice environments are conducive to introduction of innovative models and practices across mental health care settings
		5.5.4	Tailor training and education packages that support and build the capacity of nurses to apply skills, knowledge and experience to meet the specific population needs within the mental health care environments and contexts
5.6	Ensure nurse practitioners and advanced practice roles are an integral part of the delivery of mental health care and services	5.6.1	Support pathways for mental health nurse practice and advanced practice roles

# 9

## Next Steps

The Mental Health Nursing Workforce Strategy is available to all SA Health Local Health Networks. The adoption, implementation, monitoring and evaluation of the Strategy will be dependent on each Local Health Network's individual service and workforce plan, priorities, gap analysis and anticipated timeframes.

We look forward to working in partnership with the Nursing and Midwifery Leadership Council, Mental Health Nursing and Workforce Leads, Local Health Networks and the Office of Chief Psychiatrist, the Mental Health Nursing Workforce Strategy and Industry partners.



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For more information

**Department for Health and Wellbeing**

**Email: [Health.NursingandMidwifery@sa.gov.au](mailto:Health.NursingandMidwifery@sa.gov.au)**

**Web: [www.sahealth.sa.gov.au/NursingandMidwifery](http://www.sahealth.sa.gov.au/NursingandMidwifery)**

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