

# Business Planning Framework

Dear PNAQ Members

Please find below documents for circulation through PNAQ and posting on the PNAQ website.

This work flows from the current Enterprise Agreement for Nurses in Public Sector Hospitals.

In particular, we are seeking further examples for all of the stated activities on the Direct/Indirect Matrix as well as any other general feedback.

The Office of the Chief Nurse Officer (OCNO) requires the information for collation as soon as possible as they are aware that BPF development is occurring across the State for Perioperative Nurses. Thank you for facilitating wide consultation on this process.

Regards...Jenny

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## Useful Documents for Peri-operative Business Planning

- **Cost Centre Reports (monthly)**
- **Leave accruals – annual leave, RDO**
- **Non-productive leave taken – sick, family, fatigue etc**
- **Overtime**
- **Activity reports**
- **Casemix/WAUs**
- **Demand driven workforce database**
- **Booking/scheduling lists**
- **Waiting lists**
- **Customer/staff satisfaction**
- **Balanced scorecards**
- **Quality based – audit outcomes, incident reporting**
- **Senior Management - narrative reports**

## Indirect-Direct Nursing Hours Matrix

The intention of the following table is to provide relevant examples of direct and indirect nursing/midwifery activity within Perioperative Services for the purposes of business planning. The list should be inclusive of as many diverse examples as possible to represent the variety of services within these healthcare settings. However, it is not expected that this list will be inclusive of every example possible and should avoid repeating examples already provided within the BPF manual (p50-51).

The BPF definitions of direct and indirect clinical care (p 48) are listed below:

**Direct clinical hours** – relate to activities nurses/midwives do that directly relate to care provided to the client. E.g. planning and assessing care

**Indirect clinical hours** – relate to activities nurse/midwives do for clients while not in direct contact with them. E.g. education sessions, mandatory training, quality activities and orientation.

Activity	Direct	Indirect	Example	Comment
<b>Service Delivery</b>				
Set ups	x		Theatre, procedures, anaesthetics, remote locations	
Reprocessing re-useable items	x		Theatre items	
Complex care delivery	x		Advanced airway/pain/critical event management, security patients	
Infection control management	x		Patient OT schedules	
Patient assessment, planning, implementation and evaluation	x		Pre-op/procedure checks, fasting management, result review, pt alert management, case management	
Specialised equipment management	x		Patient specific prosthesis ordering	
Out of unit services	x		Remote services (ECT), telehealth	
Clinical documentation	x		Patient charts, referrals, test requests	
Patient incident reporting	x			
Family Liaison	x			
<b>Leadership and Service Management</b>				
Unit coordination		x	Nurse Unit Manager/Clinical Nurse Consultant	
Multidisciplinary team coordination		x	Notifying to Proceduralists, Surgeons, OT's, Physios	
Shift coordination	x		Clinical Nurses	
Patient flow	x		Case planning/coordination, bed management, discharge planning	
Models of care/patterns of work		x	Productive theatre	
Liaison with medical staff		x	Arranging cases, planning times and equipment	
Case conferencing	x			
Management of waiting lists		x	Patient rescheduling and rebooking	
Leave Management		x	Sick, family, maternity, fatigue etc leave	
Evidence based practice		x	Nursing research, projects, trials	
Monitoring clinical indicators		x	Pressure areas, medication incidents, falls	
Change management		x	Clinical change initiatives	
<b>Staff management</b>				
Rostering		X		

Leave management		X	Annual leave, sick leave, fatigue leave, SARAS	
Skill mix management /allocation		X	Team leader	
Human resource management		X	Pay enquires, movement forms, conflict resolution	
Recruitment and retention		X	Advertising, interviewing, developing retention strategies	
Staff management data collation/analysis		X	Reviewing labour expenditure, sick leave management, monthly reporting	
<b>Quality and Safety</b>				
Quality activity coordination		x	90 day plans, elective targets	
Audits - Clinical practice		x	hand hygiene, pressure areas	
Risk management		x	WPH&S rounds, emergency equipment checks	
Infection control monitoring		x	Aseptic technique audit, scrubbing, gowning & gloving	
Waste management monitoring		x		
Accreditation coordination		x		
Ministerial correspondence		x		
Policy and procedure coordinator/benchmarking		x		
Incident management		x	Incident monitoring, root cause analysis	
Complaints management		x		
Portfolio management		x		
<b>Education and research</b>				
Transition program governance				
New graduate interviews and program overseer		x		
Succession Planning		x	Mandatory training for A/NUM Role - financial management etc	
Portfolios		x		
PAD - mentoring & coaching		x		
In-service	x			
Orientation - Nursing staff	x			Time
Orientation - medical staff and students	x			
Mandatory training		x		
Speciality training - improving skill mix and increasing workforce capacity	x		Different Surgical Specialities/Surgeons	
Clinical supervision	x			
Own professional development needs - attend workshops, conferences, networks for clinical area		x	Requirement of registration	Intangible
<b>Leading and managing people</b>				
Rostering-input, planning, meets award requirements		x		
Pay enquiries		x		
Management of leave – annual, sick, maternity, study, LWOP, PD leave		x		
Skill Mix Management & Allocations		x		
Movement forms and Position Occupancy status		x		
Grievance, debriefings, staff support		x		
Recruitment including writing Job Descriptions, interviews, panels, Selection Reports, referee checks, criminal history checks and informing employees.		x		

Succession planning		x		Separate to training
Coordinate and chair ward meetings, write up minutes		x		
Debriefing		x		
<b>Business management</b>				
Workforce planning		x		
Service planning service profile report		x		
Service profile & KPI Reports		x		
Budgeting – human resources– BPF and Scorecards		x		
Performance indicator reporting		x		
Concept Brief/Business case writing		x		
DSS and FAMMIS, Lattice, ESP, HBCIS		x		
Filing/emails/correspondence		x		
Divisional Meetings		x		
Capital works and redevelopment involvement		x		
<b>Materials management</b>				
Supplies & Equipment purchasing, monitoring, controls		x		
Repairs and maintenance		x		
Meetings with Sales Reps		x		
Budgeting		x		
IT technician, photocopier/fax		x		
<b>Other</b>				
Committee participation		x		
Project Management		x		Refurbishments, IT systems implementation
CSSD function		x	Work stations	
Day Procedure	x		Layout/23 hour	? Ward based BPF/NHPPD to apply
Travel Arrangements		x		