

# The impact of a tailored, multifaceted workforce strategy

## A 3-year comparison study of drivers of allied health retention and attrition in a metropolitan health service

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### What drivers impact on Allied Health workforce recruitment and retention?

Workforce challenges are straining allied health (AH) in healthcare. The shortage is thought to be multifactorial; however, literature exploring the drivers of retention and attrition is limited. Pre-pandemic examinations of the push and pull factors for recruitment and retention of AH clinicians have largely been focused on experiences in regional and remote areas in countries including Australia, South Africa<sup>1</sup> and New Zealand<sup>2,3</sup>. This is attributed to the long-standing maldistribution of AH clinicians between metro, rural and remote areas<sup>4</sup>.

A systematic review of the factors that influence workplace location choices for allied health professionals identified five key domains that influence AH recruitment and retention: (a) opportunities for career development; (b) workload and type of work; (c) organisational and workplace structure; (d) previous location exposure, and (e) personal factors<sup>4</sup>.

- Personal factors
- Values
- Workload & type of work
- Leadership & management
- Career development

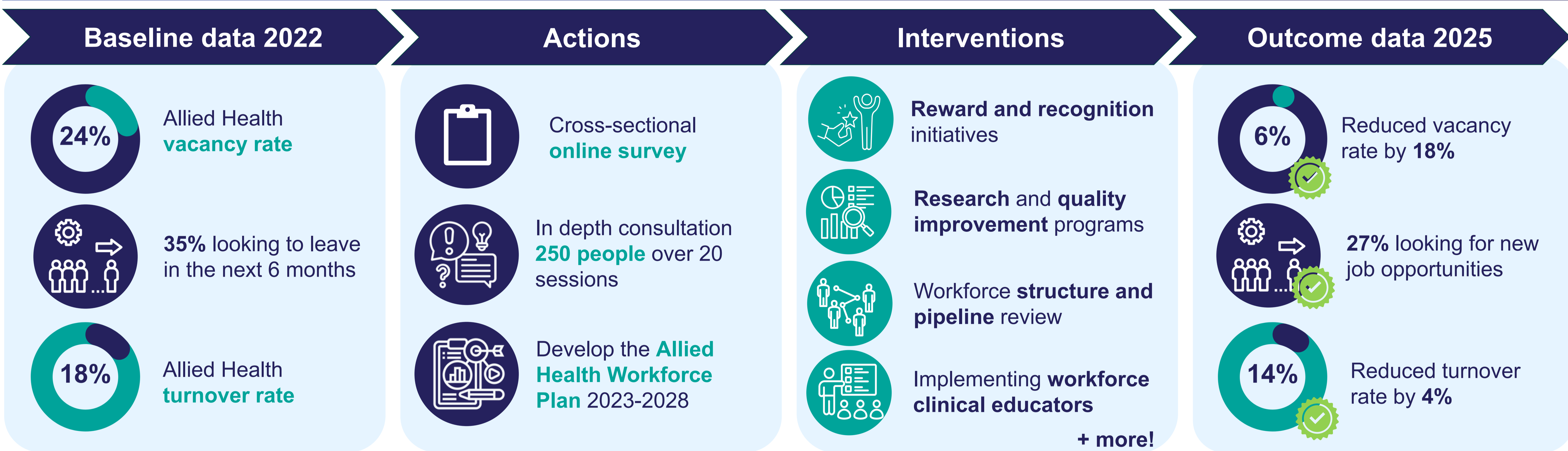


Our baseline data<sup>5</sup> found that factors correlated with intention to leave were: feeling a sense of satisfaction with their role; not being recognised and rewarded by the team manager; not working in the preferred clinical area; and, feeling burned out by the job. Qualitative findings extended these findings and identified the centrality of aspects of the job (job characteristics), the organisational context (rewards offered; climate; organisational support) and person-context interface (peer/group relations; work-life conflict) on attraction, retention, and attrition in AH roles in our setting.

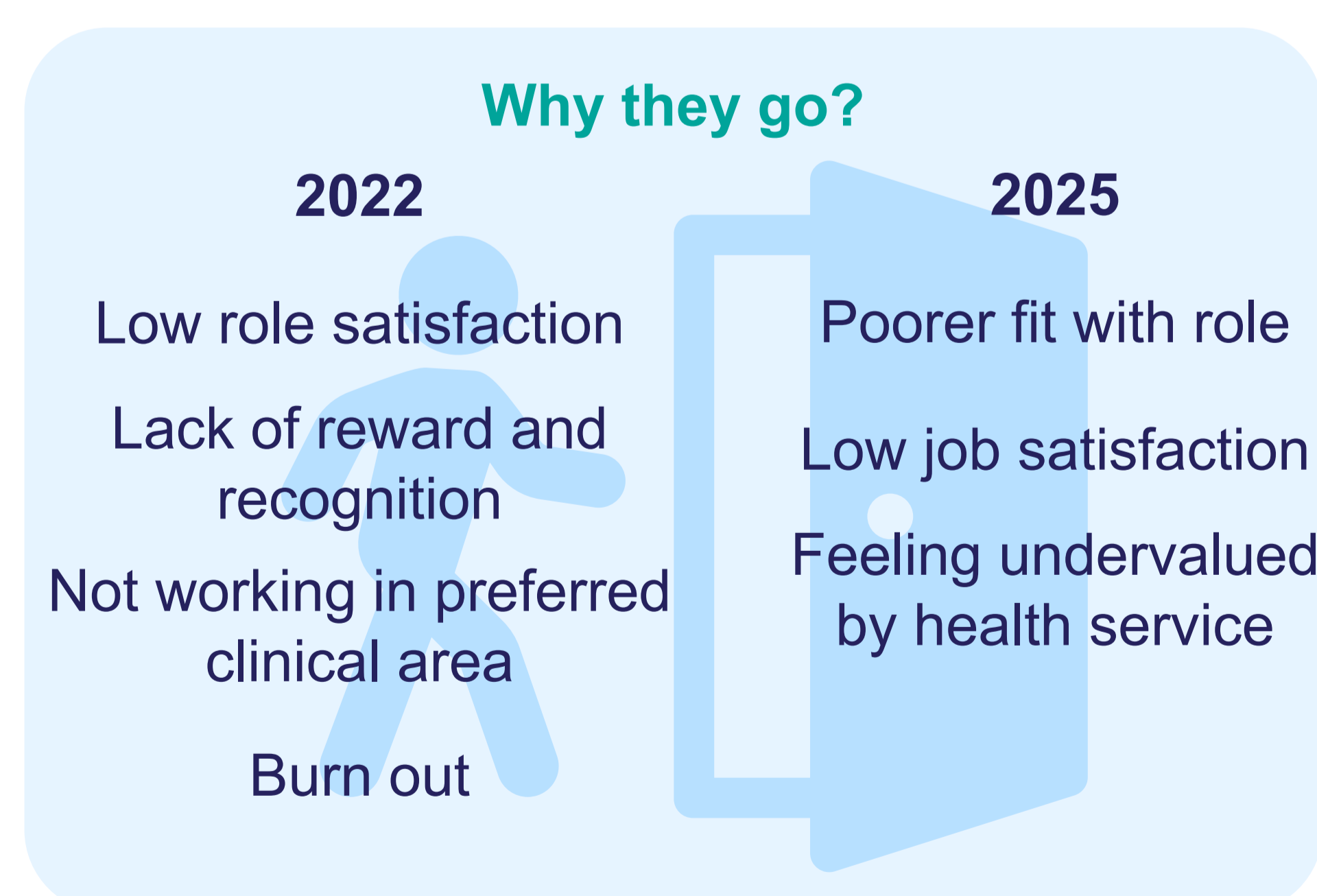


We aimed to ensure that a workforce strategy developed by Monash Health Allied Health was tailored to meet the needs to the workforce, underpinned by the best available evidence to maximise impact.

### The journey from 2022 to 2025:



### Measuring the impact



A pre-post study design was used. A cross-sectional, 51-item online survey was distributed to all AH employees of Monash Health in 2022 & 2025. Quantitative data were analysed using descriptive statistics while qualitative data were analysed using inductive content analysis. Pre-post comparisons were conducted using the Wilcoxon rank sum test.

Multiple areas demonstrated positive change between timelines with statistical significance (p-value <0.05). Step-wise multivariate logistic regression was conducted at each timepoint to identify factors related to job seeking behaviours.

Analysis of factors associated with working at Monash Health for ≥6 years indicated employees who reported a more positive workplace climate had 73% higher odds of staying in their role for six or more years compared to those with more negative climate perceptions.

### What's next for Allied Health at Monash Health?

Based on our data we next seek to address those areas where there is opportunities to create further improvements in Allied Health attraction, retention and development. These currently focus on:

- Bespoke leadership programs
- Senior clinical position investment in career pathway streams
- Investment in refining workforce development programs across the career journey



Allied Health at Monash Health is committed to providing a thriving destination for current and future employees.

Future endeavours for this team also seek to invest in understanding the impact of Allied Health to support resourcing decision making.

References:



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